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IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

Proceeding	92057941
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EXHIBIT 10



Vista Shield

Is It Possible?

Dreams and goals are as diverse as people. Everyone has their own reasons for doing things. Everyone has their own goals they want to achieve. Take starting a business, for example. Everyone who starts a business has a different dream for their business. Some want a large income. Some want to build wealth to sell the business. Some merely want a living, while others want something to pass on to their children.

No matter what your dream is for your business, though, there is really only one way to reach it — profit. For the independent contractor to grow and succeed, you must profit. Profit is how your company grows. It is how you can afford to buy your technicians clean uniforms and new trucks. It is how you pay your employees the top wages in the market and provide them with benefits. It is how you stay in business through the years to service your clients and their warranties. To meet your goals in contracting, you must have profit.

With that in mind, though, profit may not be the goal of everyone in the contracting industry. For independent contractors, profit is the pathway to your goals. But do the big box retailers, manufacturers, home warranty companies, and utility companies have the same goals? Are they simply looking to make a profit in the HVAC industry, or is it possible they're after something more? Is it possible that immediate profit might not be their first target? Is it possible that it might be you and your clients?

Is it possible that replacements will become commoditized?

Your business is based on customer service. By servicing your clients throughout the years, you've built a service base. From that base comes the opportunities for replacements that drive your revenue and profits. By putting your emphasis on service, you've drawn clients to you that you'll be able to service for years.

What happens when the companies participating in the retail game are in the business for another reason besides immediate profit? Is it possible that the big box retailers and the manufacturers are attempting to take your biggest profit item — replacement sales — away from you?



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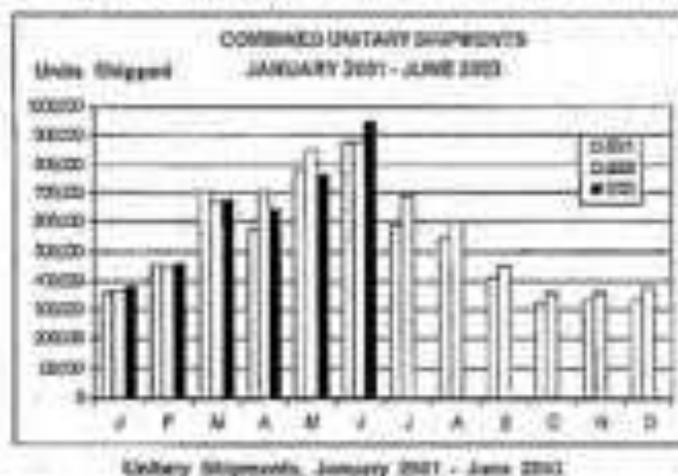
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The total number of HVAC systems sold in the United States has not increased dramatically over the last decade or so. After the replacement boom, the industry has reached a plateau.

*Chart provided by the Air-Conditioning and Refrigeration Institute



With the HVAC pie holding steady, how are manufacturers and big box retailers going to increase their share? The answer is by taking someone else's piece.

To do that, is it possible that manufacturers could be heading toward selling their units straight through the big box retailers? Is it possible they won't depend on your business built on service to drive their sales in the future? Is it possible they may decide to drive sales themselves by focusing directly to the consumer at the retail level and eliminating the contractor's replacement sale opportunity? Then when the customer buys a unit at one of these retail outlets, where does the service come from? It will come from you: the independent contractor. The manufacturers and the big boxes reap the benefits of the equipment sale, while they subcontract the labor out to you.

Is it possible that this could happen? Is it possible that your service could become your only choice for future survival in this industry?



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Is it possible that HVAC systems will go the way of the VCR?

Think back to the 1980s. VCRs were everywhere and they were the hot item. Everyone was getting one. If yours happened to break down, where did you turn? You turned to a VCR repairman. After all, it was much cheaper to get yours repaired rather than buy a new one. The prices of VCRs back then were astronomical compared to today. Fast forward to today. If you still have a VCR today and it breaks down, where do you turn? Chances are, you turn right to the dumpster and toss it in. They aren't worth repairing anymore. Why spend the money to repair an old VCR when you could buy a new one for about the same amount. VCRs, like other home appliances, have become disposable commodities. When one breaks, we throw it away and get a new one because the price has been driven so low.



As a result, you would probably be hard pressed to find a VCR repairman anywhere around. TV repairmen, too, used to flourish. Now, they are a rare breed. Their service is no longer needed. Why repair when you can buy new?

Is it possible that HVAC equipment will face the same fate? Is it possible that this is what manufacturers have in mind? Their goal is to sell as much of their equipment as possible. That's how they increase their share of the pie. What better way to do that than by making HVAC equipment a disposable commodity? Is it possible that consumers will simply buy a new HVAC system whenever theirs breaks down instead of repairing it?

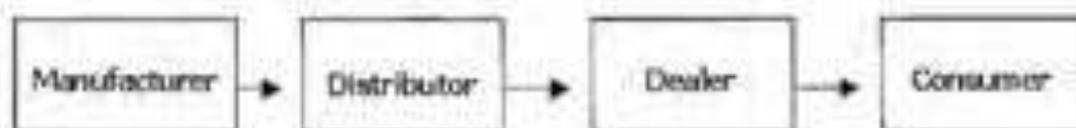
How could that ever happen? By manufacturers eliminating the channels of distribution. Today, when a manufacturer wants to sell a system, it goes to a distributor. From there, it goes to a dealer where it is finally sold to a client. Each channel in the system takes a piece of the pie away from the manufacturer. To increase profits while lowering consumer costs, is it possible manufacturers could go right to the consumer? Haven't they already started to?



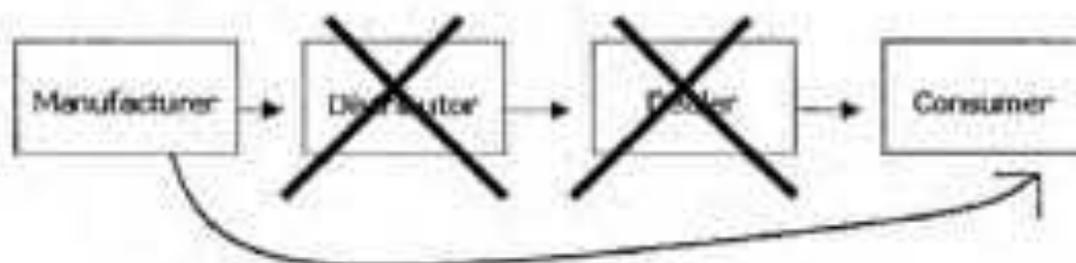
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By eliminating the middlemen, isn't it possible that manufacturers could drive the price of equipment so low that it would become a disposable commodity? Without having to worry about giving a slice to a distributor and an independent contractor, a manufacturer could charge a price in the future that would capture the interest of your clients before they even think of repairing their system.



What's worse would be the fact that as the manufacturers sell more and more equipment directly to consumers, they'll be taking away your largest profit point — replacements. Replacement sales are what drive the revenue and profits of an HVAC company, but if manufacturers cut you out of the loop, you'll be only left to offer service and repair to the people of your community. But who will come calling when a new system is so cheap? If they are successful at driving down the price of the equipment, then you will lose the big ticket, big profit replacement opportunities you enjoy today.

Service and repair goes out the window, as the manufacturers' equipment sales go through the roof. Is it possible?

Is it possible they'll want to keep systems alive longer?

Another player in the expanded HVAC competition are the utility companies. What do they have in mind in the HVAC industry? Is it possible they are simply looking to sell more utilities?



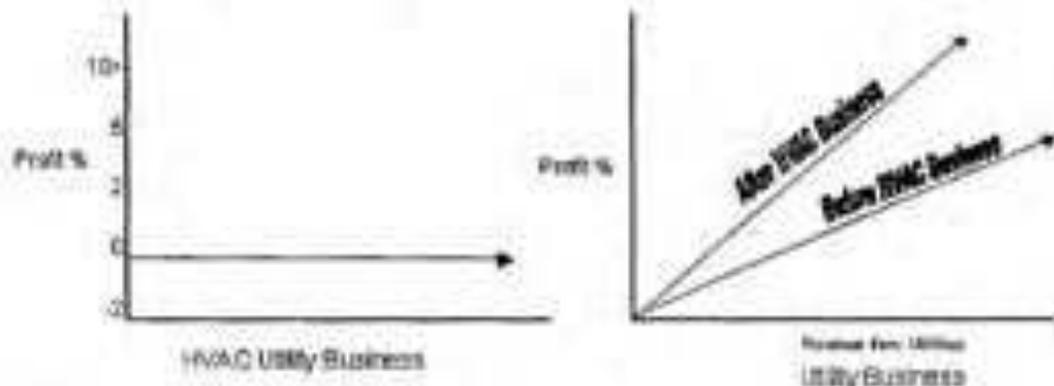
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Just like every industry, utility companies are fighting for clients. To do so, are they willing to not generate a profit on their HVAC service as a way of capturing clients? Could they simply be tying clients to them with service so they will use their electricity and gas?

Those are a utility company's main two components — electricity and gas. And one of your home's main users of both is your HVAC system. To increase their share of the utility market, is it possible these companies are willing to lose money on their HVAC service by offering HVAC at a low price as long as you buy utilities from them? Some are even leasing furnaces to their clients as a way to increase the number of people buying gas from them. It's a marketing strategy to ensure that they continue to grow their utility revenue by adding clients through HVAC service.



However, utility companies may not have their client's best interest at heart. If their goal is to increase their utility consumption, would they be concerned about replacing inefficient and worn systems? Would they be concerned with servicing a system to ensure that it is running properly? Is it possible they would simply keep older systems alive so that they consume more electricity and gas?

You know that logic dictates an old system should be replaced, but that is because your client's best interest is on your mind. Is it possible that something else is on the mind of the utility companies?



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Is it possible some will want as few repairs as possible?

A fourth competitor in the HVAC market may have a different objective altogether. The home warranty companies don't make their money from equipment sales. They don't make their money from HVAC service. In fact, they make their money when nothing happens. When clients need to repair and replace their systems, that's when the warranty companies lose out.

Is it possible these companies will try to keep service to a minimum while replacements become scarce? Their objective is to do as few repairs as possible. With that in mind, the more clients they take out of the market with their warranties, the more clients you will never be able to reach. Is it possible home warranty companies could eliminate clients from the service and replacement pool?

What will happen

It is true that all of these are hypothetical examples of what we may face in the future of the HVAC industry. They may come true and they may not. We don't know.

What we do know is that the industry does change. The only constant in the world is change, and the HVAC industry is no different. Throughout the history of the HVAC industry, there have been numerous opportunity cycles that have come and gone.

New Construction Opportunity Cycle

When the new construction boom happened, most contractors started making their money in here. Homes were being built with HVAC systems installed, and this provided contractors with the opportunity for profit.

Add-on Market Opportunity Cycle

After the new construction boom, the focus of the industry turned to the add-on market. All of the homes built before the boom were suddenly antiquated. They needed HVAC systems to keep up with everyone else, so independent contractors stepped in to fill that void and create huge profits.



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Service Agreements Opportunity Cycle

The next cycle occurred when service agreements became prevalent. Contractors started offering these agreements to gain access to the next great opportunity — the replacement opportunity cycle.

Replacement Opportunity Cycle

Soon, all of the homes built during the construction boom needed replacement systems for their older, inefficient ones. Suddenly, the replacement market erupted, and another burst of opportunity happened for the independent contractor.

Client Partnership Opportunity Cycle

Could this be the next Opportunity Cycle in our industry where clients become more concerned with time than they are with money? Clients will be looking for a partnership with an HVAC company where both parties have the same vested interest in protecting their HVAC system from aggravating and annoying breakdowns.

What we've witnessed is that if you took advantage of each opportunity cycle at the beginning, you flourished. However, if you caught on to the cycle at its tail end, you probably earned a living, but you were probably living in the past and wishing that things would just go back to "the old way."

Profit Cycle



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Today, this constant change is still happening. Today, a new cycle could be dawning, and to reap the rewards and opportunities it offers, you must be a visionary. You must lead in the process of change and become a driver of the HVAC industry. Those reactionary opportunists who fail to capitalise on this cycle will end up as road kill on the highway of progress as the opportunity passes them by. This new opportunity cycle is client partnerships.

It's a partnership where you and your clients both have a vested interest in making sure their equipment doesn't break down.

Is it possible for you to thrive despite all of this?

When you look at all of the things that may be possible in the future of the HVAC, what about your dream? What about your ability to create the profits you'll need to grow, provide for your employees, and service your clients? Will you be able to generate those profits if these other scenarios come true?

The answer to that question is that it is possible. You can generate the revenue, profits, and growth you'll need for the future, but you have to start focusing on it today. There is only one way to protect your growth in the future. You must develop these client partnerships where you share the same vested interest as your clients.

Think of your competition. Their revenue opportunity comes when a system breaks down. They are waiting for the systems in their market to break down so they can repair or replace them. For the first time, these client partnerships will place the HVAC contractor and the client on the same side. Both will be working to prolong the life of the system in your client's home, and your client will know that you aren't just waiting for something to break. They'll know that you are dedicated to making sure that nothing breaks. They'll know that you're both in the fight together to protect their comfort, and from that partnership comes your opportunity to achieve dominance.

Is it possible to succeed in the future?

It is possible with Vista Shield...



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Vista Shield

Protecting today for tomorrow's growth

Your success is built upon one thing — your clients. Without your clients, you'll have no one to serve. With no one to serve, you'll generate no revenue. With no revenue, it won't be long before you're forced to close your doors.

Since your success hinges on your clients, the only real question to ask about your success and your future is, "How many clients do I have?"

You may be quick to answer with the number listed in your customer database, but that's most likely not the real answer you should be thinking about. In fact the real question that your success hinges on is, "How many club memberships do I have?" because you actually only have as many clients as you have club memberships.

How many clients do you have? If you have a database of 1,000 clients, but only ten of them are part of your club, you have 10 clients. The other 990 could leave you at any moment and never call you again for service. In fact, they may have already left you, and you may not even know it. Without a club membership, those clients aren't tied to your company. There's no relationship tying them to you. There's no shield protecting them from a competitor's attack. Your future is left wide open and unprotected to be threatened by competition and attrition.

Club memberships are the tie that binds your clients to you into the future. A shepherd may have a huge flock, but they are truly not tied to him. They are free to roam, and in that roaming they may fall prey to wolves that lie in wait. The wolves are coming to your industry, and the only way to protect your clients from becoming their prey is by creating your Vista Shield.

Instead of leaving your clients and your future open to the threat of competition and attrition, club memberships will allow you to create a shield that will protect your vista or vision of the future. What is your vision of the future? Is it one of prosperity and profits, or is it one of debt and dismay? If it's prosperity and profits, then there is only one way to get there — club memberships.



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Without club memberships as the foundation for your company, you'll slowly drift into the realm of debt and dismay. It may not be today, but it will happen over time. Why?

Without club memberships:

- Your clients will be susceptible to raids:** Without the protection of club memberships, your clients will be susceptible to the mounting competition of the changing HVAC industry. From Big Boxes and manufacturers to home-warranty companies and utilities, they are all aiming at capturing your clients. You can't hope to compete in a marketing battle with the budgets of these behemoths, so the only way to keep your client base from being raided is with club memberships.

Without club memberships to tie your clients to you, they may wander to a competitor who sends them a competing offer. No matter how long they have used your services in the past, unless a client is under a club membership agreement with you, there is nothing tying them to you, and all it takes is one competing offer to pull them away.

With the independent contractor's piece of the pie continuing to be eaten away by the competition, club memberships are the only way to protect your clients and your piece of the pie from being raided.



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- ▶ **Your marketing costs will rise:** There are only a certain number of clients in any given marketplace. The challenge is that there are now more companies fighting for the same clients. With the presence of the "Giants" who are now entering the game, there are more companies advertising to your client than ever before. The effectiveness of your direct mail and newspaper campaigns will continue to diminish as consumers are inundated with the cluttered mass of marketing messages from retailers who have huge advertising budgets. If you do not change your marketing plan to include Club Memberships, you will have to spend more per client because of this decline in direct response marketing. And if you are spending more on direct response marketing, then you have less to spend on branding yourself in your marketplace.

*Provided by the Direct Marketing Association



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- **Your growth will stagnate:** The way to grow in the service business is to increase the number of clients you do business with. However, if you are losing clients left and right, then each new client you win only replaces one you lost. No matter how hard you try, you will lose some clients. Some will move away. Some will die. Some will fall victim to competitor raid or make friendships with another company. However, without club memberships you'll be losing more clients than normal because there is nothing tying them to you. There is no opportunity for growth, and your revenue will quickly plateau out as you run in place to find new clients to replace old ones.



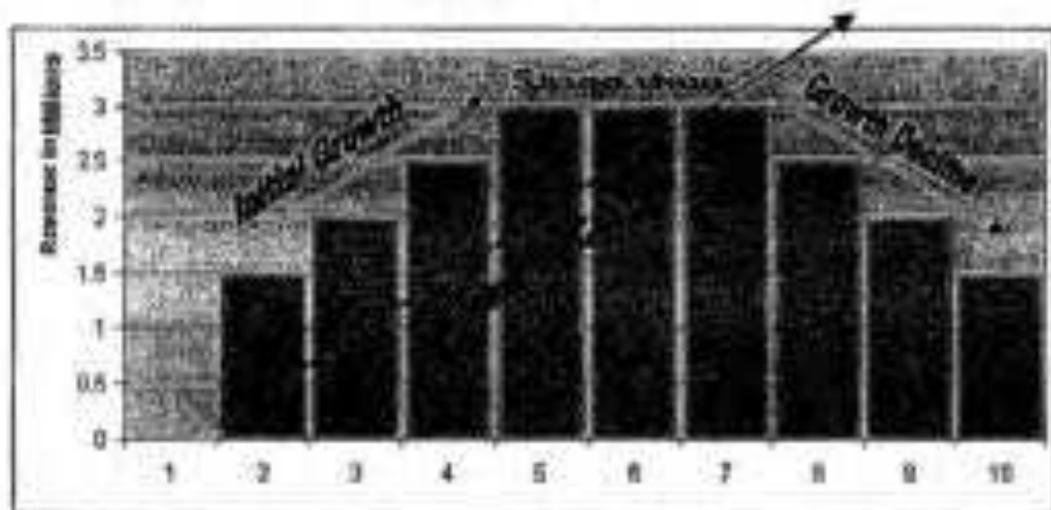
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- ▶ **Your opportunity will be lost:** The key to replacements in the future is through service. Without a large pool of service clients through club memberships, you will have little ammunition to fight the battle against the Big Box retailers, the utility companies, and your local competitors. And they are coming with their guns loaded to capture your clients. These "Giants" have "nuclear" marketing budgets that can permeate your market place. And don't forget...their objectives are not necessarily the same as yours. Some are looking to commoditize the HVAC replacement, which could destroy your opportunity to compete at their level. The margins you need to generate to create profits may not be available if that happens.
- ▶ **Your revenue will decrease:** As your growth stagnates, your marketing expenses increase, and your response rates decrease, your profits will soon be plummeting. With fewer clients to serve, you'll have fewer jobs to run and fewer replacement opportunities to seize. With fewer opportunities, you'll be creating less revenue while spending even more of it on marketing to find new opportunities that already have been taken by the competition. If your growth stagnates, you won't be able to compensate for it with higher marketing costs because those costs will drive your profit down. You also won't be able to bring in enough clients to compensate for the ones you're losing.



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- ▶ **Your techs will jump ship:** With growth stagnating, revenues declining, and your clients leaving, your technicians won't be far behind. Without the bonus potential of the club memberships to keep them earning residual income, your technicians will see that your ship is going down, and they won't hesitate to jump ship. They'll jump ship because things get slow, and they see your company moving backward.

Simply put, the future of your company without club memberships looks bleak. The competition for the client is intensifying. You must protect yours now while you have a chance. By protecting your clients now, each new client you add will be bringing increased revenue to your company instead of replacing a client that just left. You'll start attracting even more clients and tying them to you with club memberships, too. It all starts by building your Vista Shield around club memberships.

It Might Not Be What You Think

You may be saying to yourself right now, "I already do club memberships. I don't have to worry." The truth is that many AirTime members aren't using club memberships fully in their business, and some others are using an inferior version of the current club membership. While these versions of club memberships are better than nothing, they fail to produce the desired objective for future success.

If you are using club memberships right now, are you using the silver, gold, and platinum levels based on monthly credit or debit payments from your clients? If not, you may be using an Energy Savings Agreement, a maintenance agreement, or some other service agreement. These agreements have the sound of a club membership, but they don't offer all of the advantages of club memberships.



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ESA or Agreement Cons

Creates an Accounting Nightmare:

The old-school type agreements are normally based on your client buying a 1-, 2-, or 3-year contract with you. Each contract constitutes two tune-up visits each year. But these agreements are best known for leaving an accounting nightmare in their wake. Clients under these agreements may be prepaying for their 1, 2, or 3 years. They may be partially paying up front. They may be getting billed on the first visit under the contract. They may ask you to bill them for the next three years. Keeping track of the possibilities and accounting for them becomes simply mind numbing.

Must Renew at the End of the Agreement:

Then there is the difficult fact of renewal. Unlike club memberships, these agreements have a definitive end date when the client's contract has expired. At that time, you must contact the client about a renewal. That means you'll have to reach them on joining the program. Your technicians have to become salesmen on virtually every visit, asking for money when they are in the home. If not your techs, then your CCR will have to undertake the difficult process of trying to get a renewal over the phone where there is no value present.

High Cancellation Rate

All in all, the need for renewals leads to an incredible cancellation rate for the old-style service agreement. After the customer receives the last tune-up, they now have an out. The initial objection is left to be dealt with by the technician. If the tech doesn't renew the agreement, then it becomes harder to get in touch with the customer. As more time passes, the customer forgets about the value and why they need to renew. You have your CCRs call and call and then finally give up when the customer does not respond. You move these customers into the "non-agreement" file and accept them as cancelled ESA or cancelled agreement customers. But when those clients cancel, the shield is now down, and the competition can move in.



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Increases Manpower Hours — Labor Goes UP

Initially, when you think about this con, it doesn't seem like a big deal. But multiply it by the number of agreements you have over a period of years, then the numbers will jump out at you. The biggest expense you have to control on your Income Statement is labor. And the more productive your people are, the lower this expense or percentage will be. What part does labor play in an ESA or agreement:

1. Technician has to spend time in the home to *renew* agreement. Approximately 15-20 minutes on every renewal to communicate value and fill out paperwork.
2. CCR has to pick up the phone to call the customers who didn't renew with the technician. They probably have to make at least three or four attempts to reach the client.
3. Bookkeeper has to track 1-, 2-, and 3-year agreements, cancellation dates, partial paid agreement, and full-pay agreements, send out invoices if they don't renew, and send out statements if they don't respond to invoices. The tracking and processing is very time consuming.

No retirement for Technician:

There's also very little incentive for the technicians in the agreement programs as well. Sure, they get a spiff at the beginning, but they have to go through the painful process of pushing for renewals just for the hope of getting a spiff in the future. And even the future spiff is not guaranteed, nor is it usually as much as the original spiff. Due to the dispatching priority schedule, it may be necessary to send out a different technician to renew the agreement, therefore leaving the tech who originally sold the agreement no opportunity for the second spiff.

Summary of ESAs or Agreements:

- Forces technicians to work for salespeople
- Leave high cancellation rates
- Forces technicians to work for salespeople
- Forces technicians to work for salespeople
- Forces technicians to work for salespeople



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How strong is your Vista-Shield?

- | | | |
|--|-----|----|
| 1. 97% of our agreements are charged to the customer via credit card or debited to their bank account each month. | Yes | No |
| 2. Our technicians do not have to worry about renewing our maintenance agreements. | Yes | No |
| 3. Our program has a built-in residual income for the tech for each agreement that they get the customer happily involved in. | Yes | No |
| 4. I have agreements that offer my client discounts, priority service, and a replacement savings opportunity. | Yes | No |
| 5. I have a separate money market bank account set up for my Club program and manage my cash flow to make sure I have the funds necessary to pay the expenses related to the future services I must provide to the customer. | Yes | No |
| 6. My CCRs do not have to make phone calls to the client to renew their agreement. | Yes | No |
| 7. My bookkeeper does not send out invoices or statements for our Club program. | Yes | No |
| 8. My agreement cancellation rate is less than 10%. | Yes | No |
| 9. My technicians and CCRs love our current agreement program. | Yes | No |
| 10. I schedule my tune-ups at off peak times. | Yes | No |

Rating Scale:

7-10 Yes - Protected

4-6 Yes - Shield is Weak

1-3 Yes - Your Shield is Down



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The Club Membership Advantage

Advantages for your clients...

Manage their costs

Club memberships allow your clients to budget their comfort into their life. Instead of being hit with a huge repair bill at the wrong time, a club membership allows your clients to invest a manageable amount into the club so they are covered for future repairs.

Reduces breakdowns

With tune-ups and safety inspections, your clients can act proactively to head off breakdowns before they occur. The regular maintenance that club memberships offer will keep their system in good working order.

Decreases utility bills

With regular maintenance, your clients' systems can remain at near factory-fresh condition for longer. They will run more efficiently, which will save your clients money on their utility payments.

Extends the life of the system

Just as regular oil changes will extend the life of your car, regular maintenance on your client's system will keep it running smoother for longer.

Establishes a partnership

Rather than an "us and them" mentality, you and your clients become a team, or club, dedicated to protecting their comfort. Your client will know that they can trust your recommendations and that you'll be there for them.



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Priority service

With the platinum membership, your clients get elite service and the assurance that you'll handle their concerns that day. With the gold membership, they have the assurance that you'll handle their concern in 24 hours. Either scenario gives your club members the kind of priority service that they would not enjoy otherwise.

Build a replacement fund

If your clients invest in a platinum membership, they are able to build a replacement fund with their unused credit balance. When the time comes to replace their system, they'll have some money tacked away already to put toward it.

Peace of mind

Nothing is more priceless than peace of mind. Your clients won't have to worry about their system breaking down. They won't have to worry about paying too much on utilities. They won't have to worry about paying for expensive repairs.

100% return on investment

Every dime your clients invest in the club memberships comes back to them in some fashion, whether it's the free tune-ups, free repairs, or in the case of the platinum club, a fund for a future replacement.



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Advantages for You and Your Team....

The Renewal Challenge is Eliminated

With club memberships, there is no sticky renewal process. Once your clients are part of the Club, they remain part of the club unless they decide they want to cancel. But if you are showing them the type of service and care that a club member should receive, the value of the club should be quite apparent. Since they are always part of the club, your techs won't have to bother with renewing a contract each year, and your CCRs won't have to worry about trying to get a renewal over the phone.

Easier Accounting System

In fact, you won't even have to worry about the accounting nightmare other agreements create. With club memberships, accounting is a snap...or a swipe. Each month, the membership dues for being in the club are debited from your client's account or charged to their credit card. You don't have to worry about accounting for partial payments, and you'll never have to worry about billing.

Lower Cancellation Rates

Because of the monthly credit card or direct bank account charge, the customer gets accustomed to paying to be a part of the Club. This collection process and method of billing has been working in other industries for years. Magazine subscriptions, internet service providers, and mail order services (book of the month) use a monthly accounting system that automatically collects the fee from the customer right out of their checking account or credit card. Statistics show that when billed this way, consumers are less likely to cancel the service because the monthly fee is nominal compared to other expenses they incur, they aren't getting a paper bill they have to pay, and it is convenient for them.

Lower Labor Percentage

Since there is no renewal process involved with club memberships, your labor percentage will decrease dramatically since it will require fewer man hours to maintain your program. Your technicians won't have to invest time in your clients' homes trying



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to get them to renew. Your CCR won't have to spend time on the phone going after renewals. The easier accounting system will mean less work for your bookkeepers. Not to mention, there will simply be less paperwork for you to try to manage.

Monthly Cash Infusion

For your business, club memberships mean an instant, renewing cash infusion into your business each month. If you have 1,000 clients in club memberships at the gold level, they'll each be paying approximately \$20 each month. That means each month, without running an expensive marketing campaign or working overtime calls, you're generating \$20,000 in revenue. You will have to run maintenance calls for your club members and perform any repairs that fall or spring under the guidelines of the club. As long as you manage your cash flow to make sure you have cash to pay the technician the month the service is performed for the customer, you can use your cash to retire debt or run marketing campaigns.

Technician Retirement Program

Once your technicians understand the power of club memberships on their future, they should be chomping at the bit to get clients involved in the Club. The residual income opportunity for a technician with the club is tremendous. Not only does the technician receive a bonus when the client initially enrolls in the Club, but they also receive a bonus on the anniversary date of that client each year. After 10 years of involving clients in the club, a technician could be bringing in residual income of \$10,000 or more each year simply from the number of clients in the Club. That's a \$10,000, or more, bonus each year before they have even worked a single hour. If your technician saved and invested that bonus each year, your clients would be funding most of their retirement!

Technician Retainer

Would any technician want to leave a job where they are earning \$10,000 in extra income each year? Doubtful. The residual income your technicians will earn from the club memberships makes it difficult for another company to recruit your technician away by offering them one or two more dollars an hour just because they are desperate for help.



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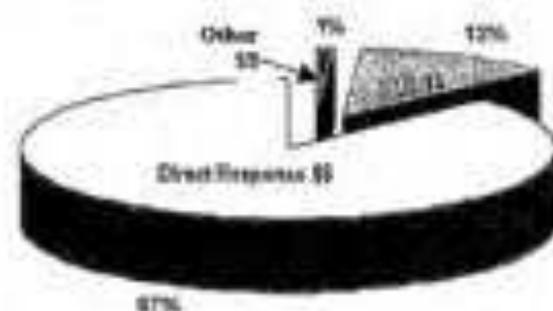
Club Memberships

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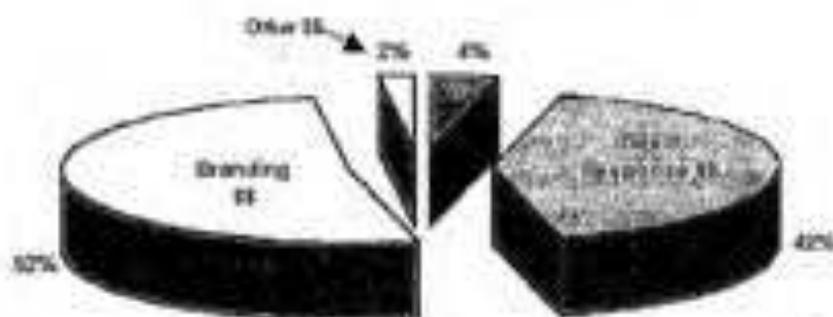
Less on Marketing, More on Branding

With more and more clients retained with your company under the club, you won't have to spend more and more to find new clients just to stay afloat. Now, each new client you add will bring additional revenue to you, instead of replacing revenue that left. By spending less on direct mail and newspapers, you'll be able to concentrate more of your marketing dollars on branding for the future. By branding your name in your market, more and more people will become aware of your presence, and, once they're aware, they'll be more apt to call you. So, club memberships allow you to build for the future with branding rather than scrambling to fill the callboard today with direct mail and newspaper offers.

Marketing Allocations BEFORE Club Memberships



Marketing Allocations AFTER Club Memberships



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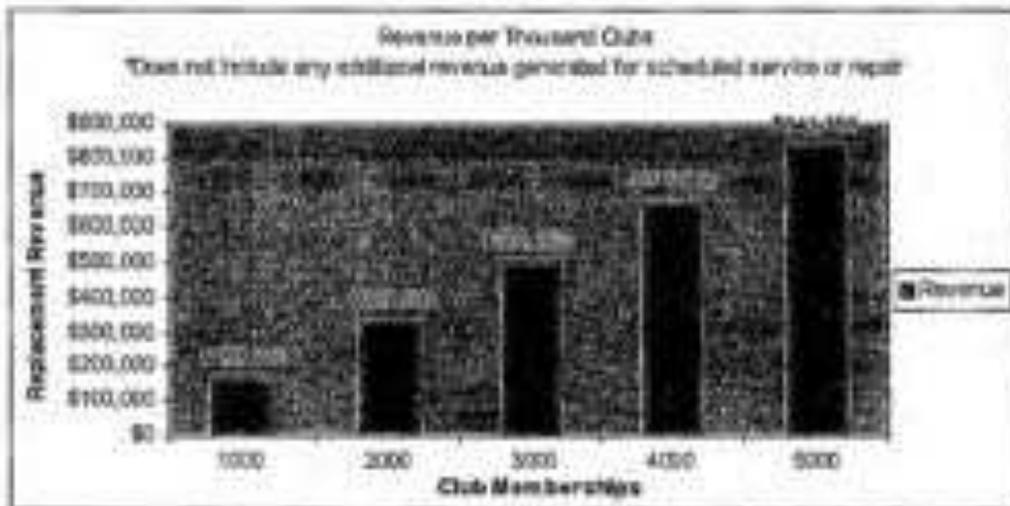
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A Wider Window of Opportunity

We've established that service is going to be the key to replacements in the future. When you have clients in your Club, you have a service base established. It's reasonable to think that out of your service base, there will certainly be several clients who will need a system replaced each year. When they do, they'll come to you where they are part of the Club. If you have 1000 members of your club, there's a high probability that 1 in 20 will consider replacement this year. That gives you 50 leads, and if you are closing at a 75% rate, a realistic number for club memberships, you would be generating \$168,750 in replacement revenue based on a \$4500 average sale. As the number of clients in your club grows, so does your window of opportunity for gaining those replacements. As your club memberships grow each year, so will the replacements generated from your club and by your service calls.



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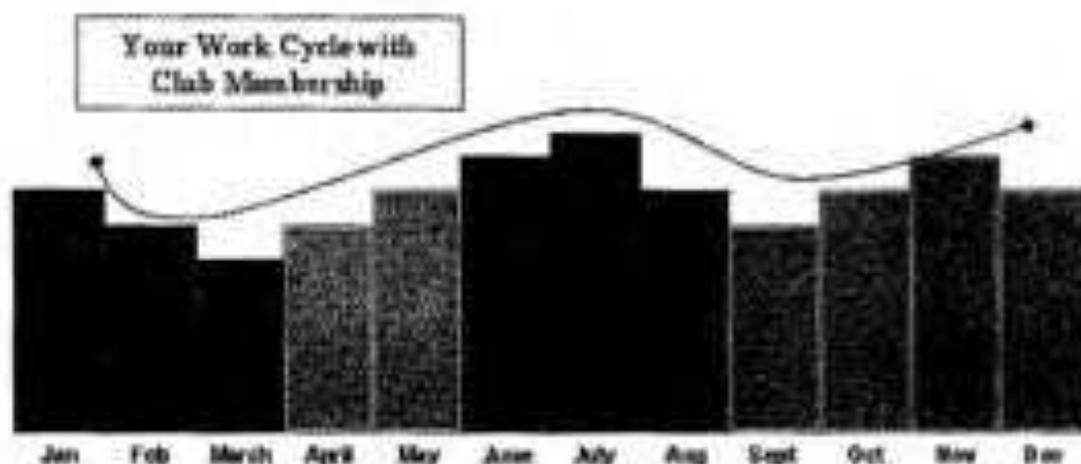
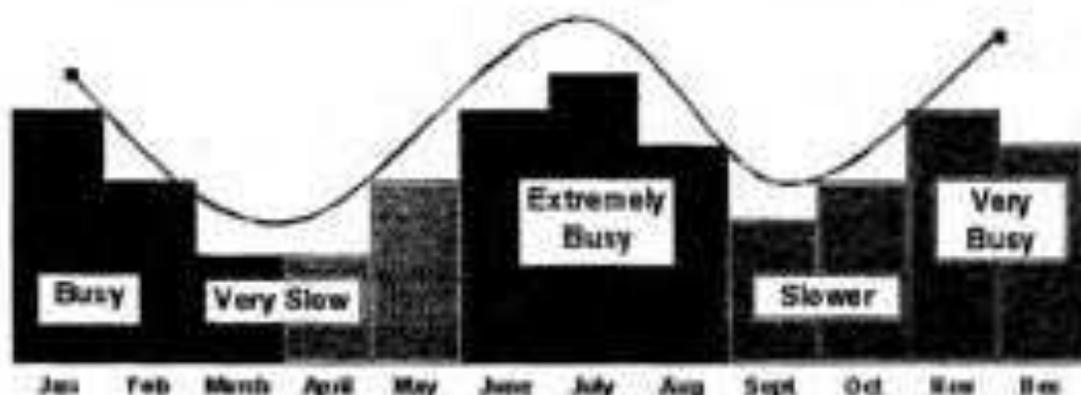
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Peaks And Valleys Are Levelled Out

Club memberships also provide your technicians with service calls when times are a little slower. They allow you to even out the workload of your technicians. There are bound to be slow times in whatever climate you operate in, and these slow times are when you should perform your scheduled service calls (tune-ups). By running your scheduled service in the slow periods of the year, you'll have your technicians ready to take advantage of service and replacement opportunities during the busy months of the year.



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Club Memberships

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Gain New Customers

The best time of the year to gain new customers is in the heat of summer and the cold of winter. This is the time when most people are experiencing breakdowns. Now you may be thinking, I am too busy with my own clients at this time to take new customers. But let's analyze this statement. If you have many of your clients on a Club Membership and you perform a rejuvenation in the Spring or Fall (when you are slower), what is the likelihood that your clients' system will break down in the summer or winter? It is substantially reduced. Most repairs can be avoided with proper maintenance, and if your technicians are recommending to your clients to go ahead and fix the pitted contactor or the thermocouple at the time of their tune-up, then the client is less likely to experience a breakdown during the busiest times of the year. In fact, by sharing your client's option with them, some will even choose to have their system replaced during the slow times to avoid the rush of the summer or winter. And yes, some clients will need repairs in the summer or winter, but if you can minimize these repairs, you will be free to take the service calls that are coming in from customers looking for a service company to help them quickly. You can capture your competitors' customers right out from under their noses while they run tune-ups in the busy season.

Call	Comfort Zone	Call	Comfort Zone	Call	Comfort Zone	Call
Service Technician	Sending Club Memberships	Service Technician	Sending Club Memberships	Service Technician	Sending Club Memberships	Service Technician



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Exponential Growth

All of this leads to one big reason to use club memberships in your business — exponential growth. Nothing will mean more to the future of your company than growth, and club memberships virtually ensure that. Without clients in your Club, you'll become stagnant as revenues and morale decline. However, club memberships set you up for exponential growth in the future.



Table 2

Source: [http://www.instafix.com](#)

Key Metrics of Growing Businesses

Club Size	250
# of Club Members	250
# of Club Members	250
Club Size	250
% of Club Members	25%
# of Club Members	250
Conversion Rate	25%
# of Club Members	250
# of Club Members	250
Conversion Rate	25%

With club memberships, it's impossible not to grow your business every year. If you have a conversion ratio of 2.5% (as listed in Instafix) and you run 1,000 service calls this year, you should bring 250 clients into your club. With that additional revenue, you'll be able to advertise more and bring in more service.



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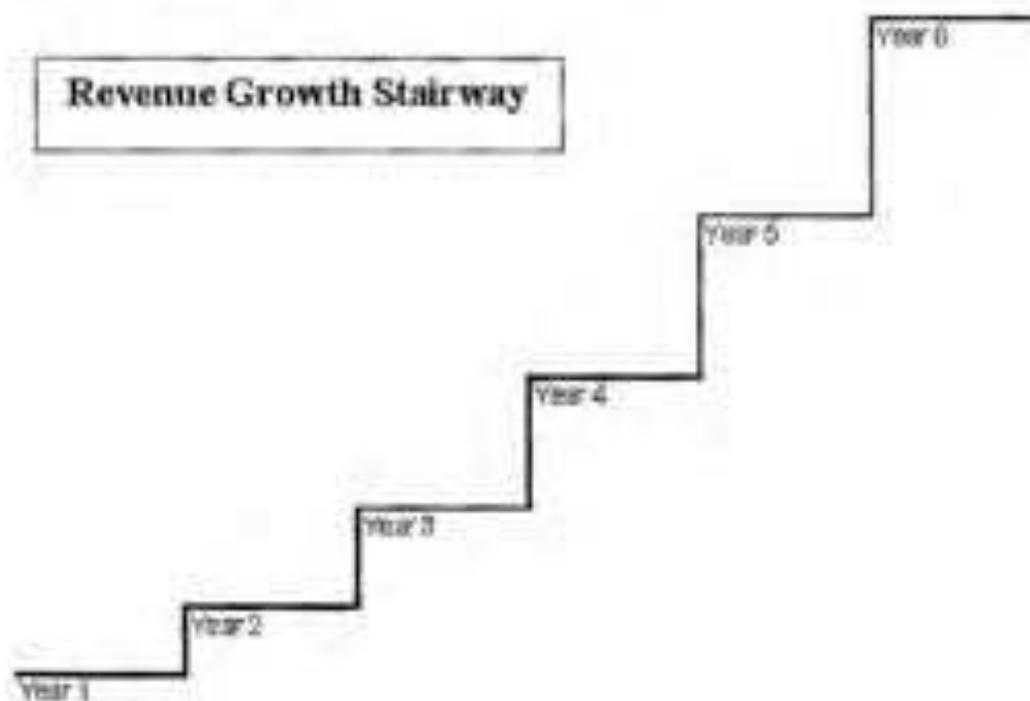
Club Memberships

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In fact, in year two you should be able to run even more calls since you have a larger marketing budget, 1,250 calls, and from there, you should have 312 additional new members in your club. From there, your ability to advertise increases, and your word of mouth grows.

In the third year, you're running even more calls and you're enrolling even more of your clients into your club. The cycle continues, and your club membership enrollment and your revenue will grow at an exponential rate each year.

As you go up each of the stairs on this chart, your growth continues due to club memberships. Your monthly cash infusion will grow greater and greater. Your replacement opportunities from the service grow exponentially. Your client base becomes larger and larger, all protected by your shield. Your branding becomes stronger and stronger. Your revenue climbs higher at every step of the ladder. Because of the additional replacement and service revenue, and the growth of new clients, your revenue stairway looks more like this:



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Club Memberships

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This type of exponential growth is how you'll be able to flourish in the future. As other independent contractors see their clients vanish, you'll see your client list rise up the stairs. With club memberships, this future full of profits and prosperity can be yours. By building your Vista Shield today with club memberships, your clients will be protected in the future.

You'll be protecting today for tomorrow's growth.



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Club Memberships

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Agreement Showdown

	Club Membership	ESA or other Service Agreement
No Renewal Process	YES!	No
Low Cancellation Rate	YES!	No
Easy Accounting System	YES!	No
Predictable Monthly Cash Flow	YES!	No
Decreases Labor Percentages	YES!	No
Built-in Retirement Program for Technicians	YES!	No
Technician Retainer	YES!	No
Provides more \$\$ for Branding	YES!	No
Gain New Customers	YES!	Yes
Even out Tech Workload	YES!	Yes
Creates Replacement Opportunity	YES!	Yes
No Renewal Paperwork	YES!	No



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Club Memberships

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Club Membership Revenues

Calls / Day	4
# Days / Week	5
# Weeks / Year	49
Total # Calls	980
% of calls in club	0.25
# Potential Club Members	700
Conversion Rate	27%
# New Club Members	189.7
Daily # New Club Members	0.73
Monthly Revenue	29.95

**Platinum Membership
Only
\$29.95 per Month**

Year Sold	Year										Ten Year Totals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 66,040	\$ 66,040	\$ 66,040	\$ 48,143	\$ 43,329	\$ 38,596	\$ 35,096	\$ 31,697	\$ 28,298	\$ 25,098	\$ 430,131
2		\$ 66,040	\$ 66,040	\$ 63,492	\$ 48,143	\$ 43,329	\$ 38,596	\$ 35,096	\$ 31,697	\$ 28,298	\$ 404,540
3			\$ 66,040	\$ 66,040	\$ 59,436	\$ 53,492	\$ 48,143	\$ 43,329	\$ 38,596	\$ 35,096	\$ 376,118
4				\$ 66,040	\$ 66,040	\$ 63,492	\$ 48,143	\$ 43,329	\$ 38,596	\$ 35,096	\$ 344,531
5					\$ 66,040	\$ 66,040	\$ 59,436	\$ 53,492	\$ 48,143	\$ 43,329	\$ 326,435
6						\$ 66,040	\$ 66,040	\$ 59,436	\$ 53,492	\$ 48,143	\$ 270,439
7							\$ 66,040	\$ 66,040	\$ 59,436	\$ 53,492	\$ 227,111
8								\$ 66,040	\$ 66,040	\$ 59,436	\$ 178,968
9									\$ 66,040	\$ 66,040	\$ 125,476
10										\$ 66,040	\$ 66,040
Company Revenue											
	\$ 66,040	\$ 125,476	\$ 178,968	\$ 227,111	\$ 270,439	\$ 309,435	\$ 344,531	\$ 376,118	\$ 404,546	\$ 430,131	\$ 2,732,795

*70% Annual Abandon

Club Memberships Retained

Year Sold	1	2	3	4	5	6	7	8	9	10
1	184	165	149	134	121	109	98	88	79	71
2		164	150	134	121	109	98	88	79	71
3			154	138	124	111	100	90	81	73
4				154	138	124	111	100	90	81
5					154	138	124	111	100	90
6						154	138	124	111	100
7							154	138	124	111
8								154	138	124
9									154	138
10										154
100	184	349	498	632	753	861	959	1,047	1,126	1,197

Note: Excludes Replacement Opportunities

BARNABY-000072

Club Membership Revenues

Calls / Day	4
# Calls / Week	5
# Weeks / Year	48
Total # Calls	960
% of calls in club	20%
# Potential Club Members	720
Conversion Rate	20%
# New Club Members	144 / yr
Daily # New Club Members	0.75
Monthly Cost \$	18.95

Gold Membership

Only

\$19.95 per Month

Year Sold	Year											Year Year Totals
	1	2	3	4	5	6	7	8	9	10	11	
	% Ret.	90%	80%	70%	60%	50%	40%	30%	20%	10%	0%	
1	\$ 43,990	\$ 39,591	\$ 35,192	\$ 30,793	\$ 26,394	\$ 21,995	\$ 17,596	\$ 13,197	\$ 8,798	\$ 4,399	\$ 0	\$ 200,055
2		\$ 43,990	\$ 39,591	\$ 35,192	\$ 30,793	\$ 26,394	\$ 21,995	\$ 17,596	\$ 13,197	\$ 8,798	\$ 4,399	\$ 295,472
3			\$ 43,990	\$ 39,591	\$ 35,192	\$ 30,793	\$ 26,394	\$ 21,995	\$ 17,596	\$ 13,197	\$ 8,798	\$ 250,890
4				\$ 43,990	\$ 39,591	\$ 35,192	\$ 30,793	\$ 26,394	\$ 21,995	\$ 17,596	\$ 13,197	\$ 226,496
5					\$ 43,990	\$ 39,591	\$ 35,192	\$ 30,793	\$ 26,394	\$ 21,995	\$ 17,596	\$ 206,158
6						\$ 43,990	\$ 39,591	\$ 35,192	\$ 30,793	\$ 26,394	\$ 21,995	\$ 180,742
7							\$ 43,990	\$ 39,591	\$ 35,192	\$ 30,793	\$ 26,394	\$ 161,281
8								\$ 43,990	\$ 39,591	\$ 35,192	\$ 30,793	\$ 146,212
9									\$ 43,990	\$ 39,591	\$ 35,192	\$ 131,243
10										\$ 43,990	\$ 39,591	\$ 116,274
11											\$ 43,990	\$ 101,305
Company Revenues												
	\$ 43,990	\$ 83,581	\$ 119,212	\$ 151,281	\$ 180,142	\$ 200,118	\$ 229,496	\$ 250,536	\$ 269,472	\$ 286,515	\$ 1,820,342	

*10% Annual Attrition

Club Memberships Retained

Year Sold	1	2	3	4	5	6	7	8	9	10	11
1	184	165	146	127	108	89	70	51	32	13	4
2		184	165	146	127	108	89	70	51	32	13
3			184	165	146	127	108	89	70	51	32
4				184	165	146	127	108	89	70	51
5					184	165	146	127	108	89	70
6						184	165	146	127	108	89
7							184	165	146	127	108
8								184	165	146	127
9									184	165	146
10										184	165
11											184
	184	349	498	632	752	851	929	1,007	1,126	1,197	

Note: Excludes Replacement Opportunities

Club Membership Revenues

Gifts / Day	4
# Days / Week	5
# Weeks / Year	48
Total # Gifts	960
% of sales in club	25%
# Potential Club Members	730
Conversion Rate	25%
# New Club Members	182.75
Daily # New Club Members	8.75
Monthly Investment	\$ 11.95

**Silver Membership
Only
\$11.95 per Month**

Year Start	Year										Ten Year Totals
	1	2	3	4	5	6	7	8	9	10	
	% Ret.	97%	96%	95%	94%	93%	92%	91%	90%	89%	
1	\$ 20,350	\$ 23,715	\$ 21,343	\$ 19,299	\$ 17,266	\$ 15,559	\$ 14,003	\$ 12,653	\$ 11,343	\$ 10,208	\$ 171,622
2		\$ 26,350	\$ 23,718	\$ 21,343	\$ 19,299	\$ 17,268	\$ 15,559	\$ 14,003	\$ 12,653	\$ 11,343	\$ 161,413
3			\$ 26,350	\$ 23,715	\$ 21,343	\$ 19,299	\$ 17,268	\$ 15,558	\$ 14,003	\$ 12,653	\$ 150,070
4				\$ 26,350	\$ 23,718	\$ 21,343	\$ 19,299	\$ 17,268	\$ 15,558	\$ 14,003	\$ 137,467
5					\$ 26,350	\$ 23,718	\$ 21,343	\$ 19,299	\$ 17,268	\$ 15,558	\$ 123,464
6						\$ 26,350	\$ 23,718	\$ 21,343	\$ 19,299	\$ 17,268	\$ 107,905
7							\$ 26,350	\$ 23,715	\$ 21,343	\$ 19,299	\$ 95,817
8								\$ 26,350	\$ 23,715	\$ 21,343	\$ 71,408
9									\$ 26,350	\$ 23,715	\$ 50,065
10										\$ 26,350	\$ 26,350
Company Revenue											
	\$ 26,350	\$ 50,065	\$ 71,408	\$ 90,817	\$ 107,905	\$ 123,464	\$ 137,467	\$ 150,070	\$ 161,413	\$ 171,622	\$ 1,090,581

*10% Annual Attrition

Club Memberships Retained

Year Start	1	2	3	4	5	6	7	8	9	10
1	184	195	148	134	121	109	98	88	79	71
2		194	166	149	134	121	109	98	88	79
3			194	166	149	134	121	109	98	88
4				194	166	149	134	121	109	98
5					194	166	149	134	121	109
6						194	166	149	134	121
7							194	166	149	134
8								194	166	149
9									194	166
10										194
	184	340	498	632	753	861	950	1,047	1,126	1,197

Note: Excludes Replacement Opportunities

Technician Mail Box Money

**Platinum Membership
Only
\$29.95 per Month**

Calls / Day	4
# Days / Week	5
# Weeks / Year	49
Total # Calls	980
% of calls in club	25%
# Potential Club Members	726
Conversion Rate	25%
# New Club Members	184
Daily # New Club Members	0.75

Year 1 Anniversary
Tech Rates \$ 20.00 \$ 18.00

Year Start	Year										Ten Year Totals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 3,675	\$ 2,646	\$ 2,381	\$ 2,143	\$ 1,929	\$ 1,736	\$ 1,562	\$ 1,405	\$ 1,266	\$ 1,129	\$ 13,884
2		\$ 3,675	\$ 2,646	\$ 2,381	\$ 2,143	\$ 1,929	\$ 1,736	\$ 1,562	\$ 1,405	\$ 1,266	\$ 13,745
3			\$ 3,675	\$ 2,646	\$ 2,381	\$ 2,143	\$ 1,929	\$ 1,736	\$ 1,562	\$ 1,405	\$ 17,479
4				\$ 3,675	\$ 2,646	\$ 2,381	\$ 2,143	\$ 1,929	\$ 1,736	\$ 1,562	\$ 16,073
5					\$ 3,675	\$ 2,646	\$ 2,381	\$ 2,143	\$ 1,929	\$ 1,736	\$ 14,911
6						\$ 3,675	\$ 2,646	\$ 2,381	\$ 2,143	\$ 1,929	\$ 13,775
7							\$ 3,675	\$ 2,646	\$ 2,381	\$ 2,143	\$ 10,846
8								\$ 3,675	\$ 2,646	\$ 2,381	\$ 8,702
9									\$ 3,675	\$ 2,646	\$ 6,321
10										\$ 3,675	\$ 3,675
Annual Additional Income											
	\$ 3,675	\$ 6,321	\$ 8,702	\$ 10,846	\$ 12,775	\$ 14,911	\$ 16,073	\$ 17,479	\$ 18,745	\$ 19,884	\$ 129,019

110% Annual Growth

Club Memberships Retained

Year Start	1	2	3	4	5	6	7	8	9	10
1	184	165	149	134	121	109	98	88	79	71
2		184	165	149	134	121	109	98	89	79
3			184	165	149	134	121	109	98	89
4				184	165	149	134	121	109	98
5					184	165	149	134	121	109
6						184	165	149	134	121
7							184	165	149	134
8								184	165	149
9									184	165
10										184
	184	349	498	632	752	861	959	1,047	1,126	1,187

Note: Excludes Replacement Opportunities

Technician Mail Box Money

Calls / Day	4
# Days / Week	5
# Weeks / Year	49
Total # Calls	980
% of calls in club	25%
# Potential Club Members	728
Conversion Rate	25%
# New Club Members	182
Daily # New Club Members	0.75

**Gold Membership
Only
\$19.95 per Month**

Year 1 Anniversary
Tech Bonus \$ 15.00 \$ 12.00

Year Sold	Year										Ten Year Totals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 2,756	\$ 1,985	\$ 1,798	\$ 1,607	\$ 1,447	\$ 1,302	\$ 1,172	\$ 1,055	\$ 949	\$ 854	\$ 14,913
2		\$ 2,756	\$ 1,985	\$ 1,798	\$ 1,607	\$ 1,447	\$ 1,302	\$ 1,172	\$ 1,055	\$ 949	\$ 14,913
3			\$ 2,756	\$ 1,985	\$ 1,798	\$ 1,607	\$ 1,447	\$ 1,302	\$ 1,172	\$ 1,055	\$ 13,109
4				\$ 2,756	\$ 1,985	\$ 1,798	\$ 1,607	\$ 1,447	\$ 1,302	\$ 1,172	\$ 12,085
5					\$ 2,756	\$ 1,985	\$ 1,798	\$ 1,607	\$ 1,447	\$ 1,302	\$ 10,883
6						\$ 2,756	\$ 1,985	\$ 1,798	\$ 1,607	\$ 1,447	\$ 9,861
7							\$ 2,756	\$ 1,985	\$ 1,798	\$ 1,607	\$ 8,134
8								\$ 2,756	\$ 1,985	\$ 1,798	\$ 6,827
9									\$ 2,756	\$ 1,985	\$ 4,741
10										\$ 2,756	\$ 2,756
Annual Additional Income											
	\$ 2,756	\$ 4,741	\$ 8,827	\$ 8,134	\$ 9,581	\$ 10,883	\$ 12,085	\$ 13,109	\$ 14,099	\$ 14,913	\$ 88,758

*100% Annual Amortize

Club Memberships Retained

Year Sold	1	2	3	4	5	6	7	8	9	10
1	184	168	149	134	121	109	98	89	80	71
2		184	165	149	134	121	109	98	88	79
3			184	165	149	134	121	109	98	89
4				184	165	149	134	121	109	98
5					184	165	149	134	121	109
6						184	165	149	134	121
7							184	165	149	134
8								184	165	149
9									184	165
10										184
	184	349	498	632	752	861	959	1,047	1,126	1,197

Note: Excludes Replacement Opportunities

Technician Mail Box Money

Calls / Day	4
# Days / Week	5
# Weeks / Year	48
Total # Calls	960
% of calls in club	20%
# Potential Club Members	720
Conversion Ratio	20%
# New Club Members	144
Daily # New Club Members	0.72

**Silver Membership
Only
\$11.95 per Month**

Year 1 Anniversary
Tech Bonus \$ 11.00 \$ 8.00

Year Sold	Year										Ten Year Totals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 2,021	\$ 1,323	\$ 1,191	\$ 1,070	\$ 964	\$ 868	\$ 781	\$ 703	\$ 633	\$ 570	\$ 10,126
2		\$ 2,021	\$ 1,323	\$ 1,191	\$ 1,070	\$ 964	\$ 868	\$ 781	\$ 703	\$ 633	\$ 9,595
3			\$ 2,021	\$ 1,323	\$ 1,191	\$ 1,070	\$ 964	\$ 868	\$ 781	\$ 703	\$ 8,923
4				\$ 2,021	\$ 1,323	\$ 1,191	\$ 1,070	\$ 964	\$ 868	\$ 781	\$ 8,300
5					\$ 2,021	\$ 1,323	\$ 1,191	\$ 1,070	\$ 964	\$ 868	\$ 7,438
6						\$ 2,021	\$ 1,323	\$ 1,191	\$ 1,070	\$ 964	\$ 6,575
7							\$ 2,021	\$ 1,323	\$ 1,191	\$ 1,070	\$ 5,807
8								\$ 2,021	\$ 1,323	\$ 1,191	\$ 4,935
9									\$ 2,021	\$ 1,323	\$ 3,344
10										\$ 2,021	\$ 2,021
Annual Additional Income											
	\$ 2,021	\$ 3,344	\$ 4,535	\$ 5,607	\$ 6,571	\$ 7,438	\$ 8,220	\$ 8,923	\$ 9,595	\$ 10,126	\$ 66,343

10% Annual Admin

Club Memberships Retained

Year Sold	1	2	3	4	5	6	7	8	9	10
1	184	184	143	134	121	100	88	76	71	71
2		184	184	140	134	121	100	88	88	79
3			184	184	149	134	121	100	88	88
4				184	184	149	134	121	100	88
5					184	184	149	134	121	100
6						184	184	149	134	121
7							184	184	149	134
8								184	184	149
9									184	184
10										184
	184	548	498	632	750	861	959	1,047	1,136	1,187

Note: Excludes Replacement Opportunities



Anatomy of a Club Membership

Anatomy of a Club Membership

Where does Club Membership Success start? Does it fall on the shoulders of your technician? After all, your technician is the one in the home communicating the program to your clients. Does it fall on the shoulders of your CCR? They are the ones who should first mention the club membership to your clients and get them interested in the program over the phone. Or does it fall on the shoulders of the owner or manager? They are the leaders who should guide their team to success.

The true answer is that Club Membership success is truly a team effort. No one person alone can make the Club Membership program a success. Sure, a superstar technician may be able to get some clients involved in the program, but without the support of the owner and the rest of the team, the program will not flourish on the back of that one technician.

However, when you bring the skills and talents of your whole team together, you can generate astounding success with Club Memberships. The power of a whole team is much more forceful than one individual alone.

But just what is everyone's role in the process of Club Membership Success? How does your team ensure that they are effectively executing their roles to create this booming success?

To answer that question, it's best to look at the anatomy of a Club Membership Enrollment. The following flowchart illustrates the key points that must occur everyday to maximize your success with the Club Membership Program.



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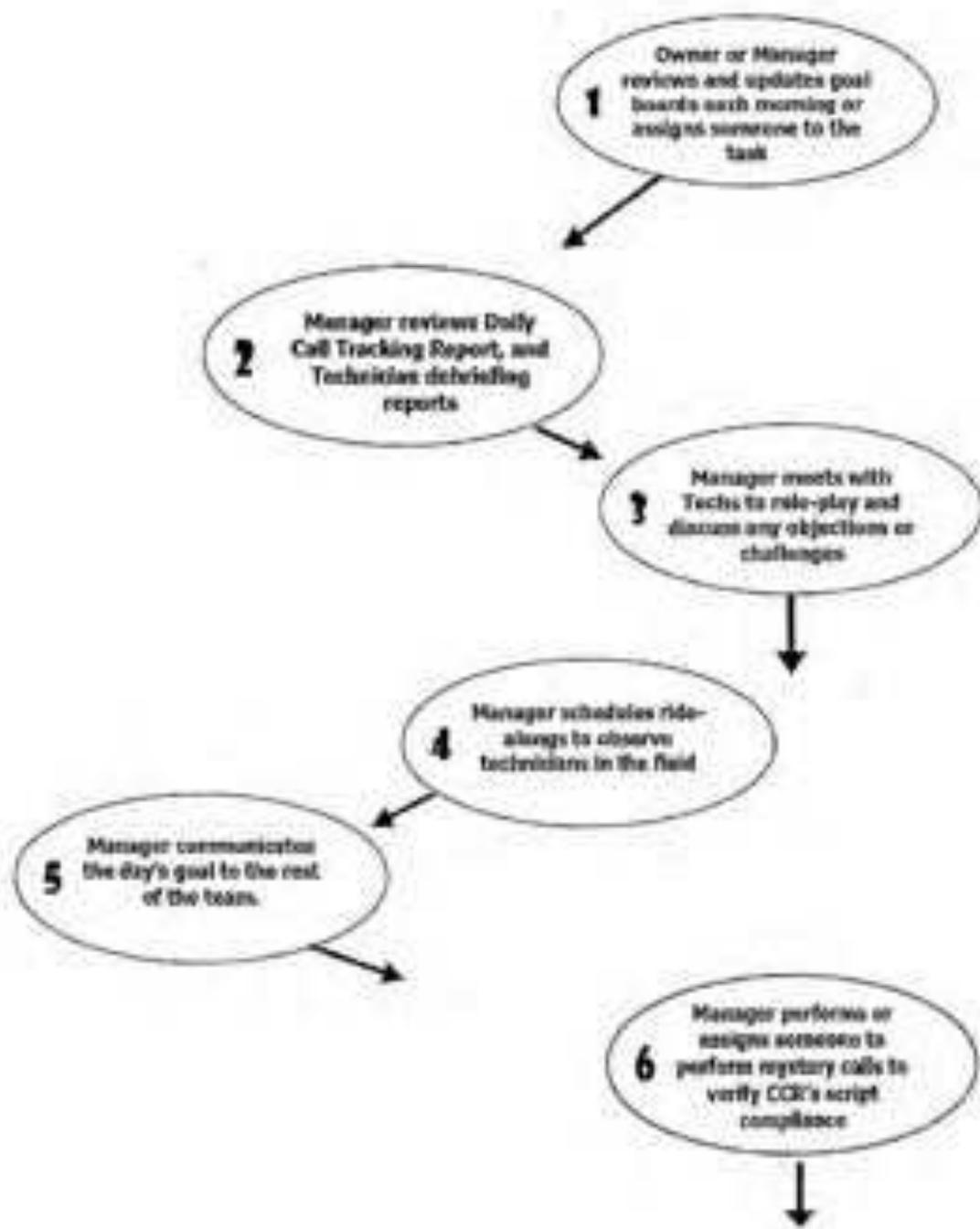
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Club Memberships

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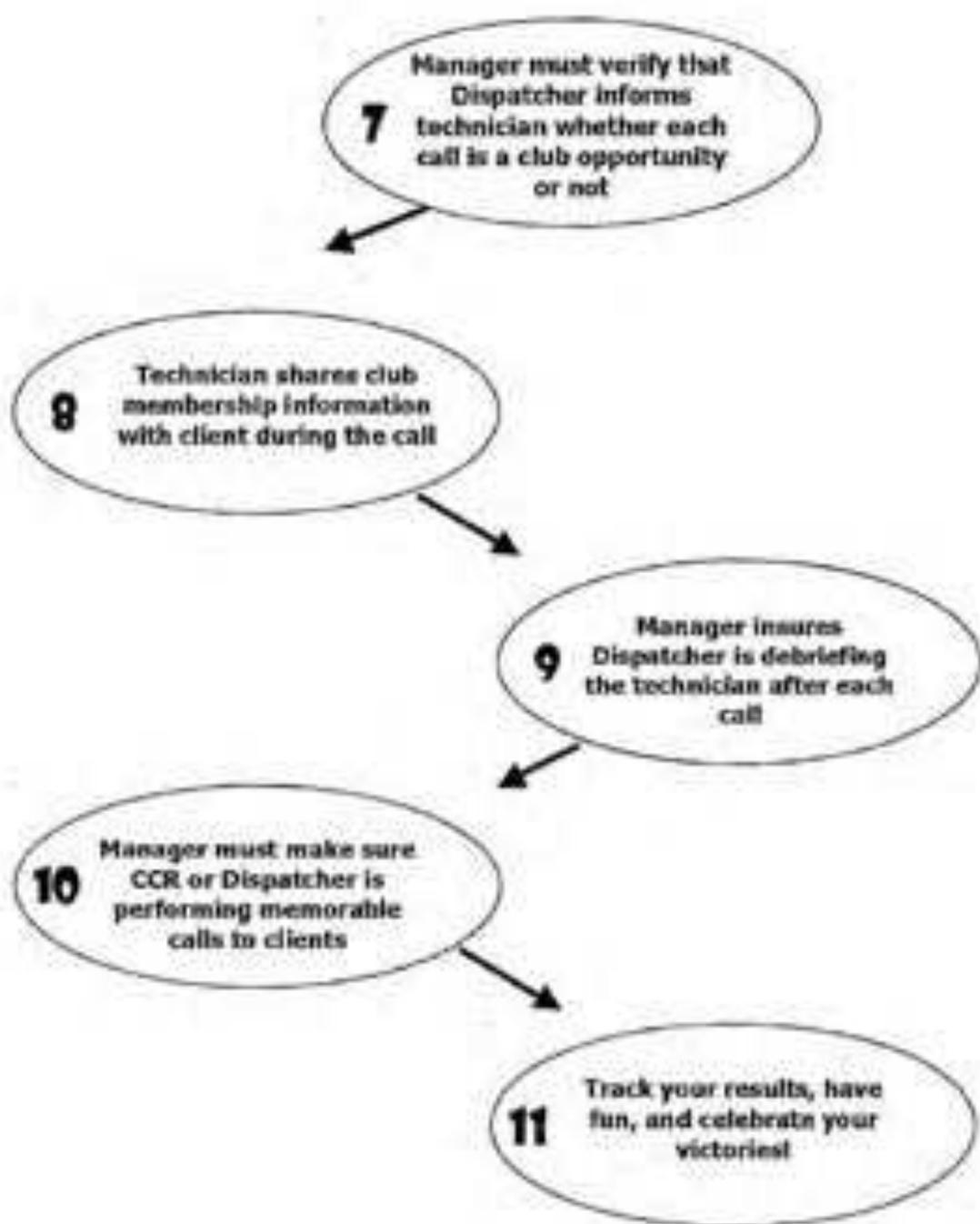


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Service Success System

Club Memberships

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1. What the anatomy of a club membership means is that the success of your club membership starts with the owner or manager each morning. You must come into your business each day with the focus and attitude that club memberships will be your goal. With that in mind, the first step is to post and review your goals for the day. Review your club membership results from the day before. Were you on track with your goals? Once you have your goal for the day, post it to get your whole team on the same page.
2. By tracking your results each day, you'll have a clear view of how well your team is achieving the goals you set out each day. You should review your reports and numbers each morning so that you can see where your system may be falling short. By reviewing your Daily Call Tracking Report, you'll be able to see the success each of your techs had with club memberships the previous day, and you'll be able to correct any challenges they may be having. The Technician Debriefing report will let you know if your dispatcher is properly debriefing after each call, and if not, you'll be able to train them to do so.
3. The manager should take the time to role-play with the technicians on the scripts to be used for the club membership presentation. Also, the manager should go through how the technician builds value throughout the service call so the client sees the value in the program. This also involves discussing and role-playing any objections or challenges that your technicians have been facing during their service calls.
4. Another important aspect to holding your team accountable is to schedule ride-alongs. By riding along with a technician, you can observe how they build value throughout the call and how they present the program to your clients. You may also choose to pop by your client's home while your technician is there rather than scheduling a ride-along with them. By doing this, you'll see an honest glimpse of how your technician performs in your client's home.
5. From there, it is up to the manager to communicate that goal to the rest of the team. Take a moment each morning to sit down with your team and let them know what the goal for club memberships is that day and how they play a part in reaching that goal.



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6. An important part of the club membership process is holding your team accountable for their part of the system. With that in mind, you should be performing mystery calls to your CCRs to make sure that they are complying with phone scripts to alert your clients to the club memberships before the technician arrives.
7. The next step is to make sure that your dispatcher is informing your technician about the opportunity for club memberships on non-member calls. By letting your technician know before hand if the client is a club member or not, your technician will be able to build the value of a club membership throughout the call.
8. Your technician plays one of the key roles in the anatomy of a club membership since they are the ones who actually present the club membership to your clients. Under the training tab, you'll find more information about the words your technician should use and how to train your team.
9. Your dispatcher should also be sure to debrief each technician after their calls. This process involves finding out if the technician presented the program to the client and whether or not they were successful in getting the client involved in the program. Also, the dispatcher should note any objections the technicians encounter.
10. Once the call is over, it's time to do a memorable call to the client. Find out how they felt about their service experience. Congratulate them on joining the club. If they didn't join the club, mention it and ask if there are any further questions they would like to ask about the club.
11. The final step in the process is to celebrate your victories. When your team gets a new member to enter your club, celebrate it. Hold contests, set goals, track your results, and then reward your team for surpassing those goals. Make your club membership process fun for your team, and you'll experience tremendous success as a result.

To assist you with overseeing all of these items in the Anatomy of a Club Membership, the following page is your Club Membership checklist. By simply following the steps laid out in it each day, you'll be taking the right actions to get your clients involved in your club membership program.



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Club Membership GM Checklist

Date: _____

- Review goal boards and make sure board is current.
- Review DMI Report and Tech Debriefing Forms.
Verify CM conversion rate.
- Meet with Technicians to role-play CM presentation or to discuss any objections or challenges.
- Schedule ride-alongs.
- Communicate daily goal to CCR, Dispatcher, and Technicians.
- Perform (or assign someone) mystery calls to verify script compliance.
- Check to see if Dispatcher is communicating with Technicians whether each call is a club opportunity or not.
- Confirm that the Dispatcher is debriefing the Technician after each call.
- Verify that CCR or Dispatcher is performing Memorable Calls.
- Celebrate victories and ensure that the tracking system is being followed.



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Club Membership Success Principles

Club Membership Success Principles

By mastering those steps, you'll have a daily plan of action for maximizing your club membership success. However, perfecting those steps is only one facet to club membership success. The companies in AirTime 500 that are continually bringing new clients into their clubs and prospering as a result of it all share the same characteristics.

To become among the elite in club memberships, you not only have to master the anatomy of a club membership, but you also have to master the following six principles. Putting all six of these pieces together in your company will allow you to solve the club membership puzzle and unlock the growth and profits you'll experience. Each area ties back to the previous flowchart in some respect because the different actions within the club membership cycle are all linked. Since it is a total team effort, each action affects the rest of the system.

To master club memberships in your business, you must strive to perform the actions on the checklist everyday and strive to perfect the following six Club Membership Success Pieces:

1. Focus
2. Expectations
3. Tracking
4. Compensation/Reward Program
5. A System for Accounting
6. Training



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Focus

The founder of MCI Communications, Harold Genesee, once said, "Leadership is practiced not so much in words as in attitude and in actions."

It's in your attitude and actions where your success with club memberships starts, too. You're the owner, and you're the leader. You must lead your team to club membership success with the attitude that you can achieve your goals. Your attitude can't be that "My people won't sell club memberships." That attitude will only keep your technicians from getting involved. Your attitude has to begin with "Club memberships are in the best interest of our clients, and to protect their homes and investment, we're going to offer them on every call."



I want you...to focus!

However, attitude and action are where companies who are unsuccessful with club memberships often fail. Often the owner or the manager starts their growth by using failure statements such as:

- "Club memberships won't work with my clients."
- "I can't get my techs to sell those."
- "People want their tune-ups only when it's hot or cold out."
- "I could never keep track of all of those monthly payments."
- "My clients won't want to pay each month."
- And others...

If you have found yourself using any of those statements or ones like them, then you need to readjust your focus.

Your focus should always be on what is best for your clients, and with that in mind, club memberships should be a top priority. They protect your clients' comfort and health, they provide them with an easy way to maintain their system, and they provide them



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protection against future repairs. If your team can show your clients that level of value in the club memberships, your clients will join.

That's why it must be your focus everyday to ensure that your team is dedicated to club memberships and is showing your clients that value. That focus from you must start from the moment you enter your business in the morning. Simply pull out your checklist and start going through the items on it. After a few times, your team will catch on, and they'll see how important this program is to their success and the company's success.

However, the focus comes from you. You must champion the club memberships. You must discuss them with your team everyday. You must put the focus on them for every service call. You must get your team to share your focus, but as the leader, your focus can never waiver.

The focus on Club Memberships starts with you. Don't fall into the idea that your clients won't join the club. Don't fall into the idea that your technicians won't present the club. If the focus and attitude comes from you that this is in the best interest of your clients, then your technicians will be eager to get your clients involved. If the presentation is done correctly, your clients will see the value and join your club.

It all starts with your attitude, your actions, and your FOCUS!!



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Expectations

How many times do we as managers talk to our employees about increasing their performance, but we do not give them a specific, measurable, realistic, or time-sensitive goal to increase their performance? Without any set expectation, nothing will change or be enhanced in your company.

How many times do people do things just because they know it's expected? Your employees come to work on time because they know it is expected. Your techs come to work in their uniform because they know it is expected. Your CCRs answer the phone a certain way because they know it is expected. And if they don't, your team members understand that there is a consequence for not doing what is expected.

If we expect our technicians to get the customer happily involved in a club membership, then there is a good chance that your team will produce more club memberships. However, you must provide your team with the tools and training to be successful at achieving these expectations.

What are realistic expectations? The blueprint for Club Membership Goals on what is realistic as stated in your Instafix guide is:

Open Repair call conversion = 25%
Retention Rate = 90%

However, if you're just getting started in club memberships, these goals may not be the accurate goals for you. These should be what you aspire to in your company, but they may not be realistic goals for you today. What is important is that you set reasonable and manageable goals for your team so that they will be motivated to reach them. Setting your initial goal too high will only demotivate your team.



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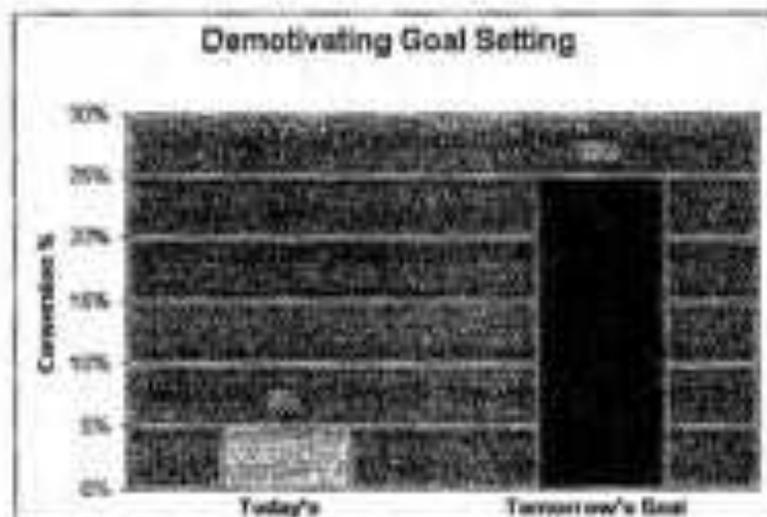
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If you aren't close to this goal today, start with a stair-step approach. Start with a smaller goal, but let your team know that you want to work your way up to the 25% goal. Let them know they have the talent and the skill to get 25% of your clients involved in club memberships, and you will give them the training to get to those numbers. The key is to motivate your team to offer club memberships to your clients, and that starts with having manageable and attainable goals.



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Tracking

You must track your progress on these goals daily, weekly, monthly, and annually by using your Daily Management Essentials Report and your Daily Call Tracking Report. Remember, if your goal is not measured, your team will not know when they have reached the goal. They will then take the attitude that if no one is watching or tracking the goal, it must not be important. It's important that you track your goal to make sure you are seeing measurable progress in an appropriate amount of time.

For example, picture this. You have shared your vision with your team members. You have made your expectations very clear. You have even provided daily training so that each team member can accomplish their goal. However, as you look at your financials at the end of the month, you notice that the Club Membership revenue is only a little bit higher than the month before. What happened?

No one tracked or measured against the expectations on a DAILY basis. Don't just think that because you expect something and train people that your job is done. The most talented and intelligent people get off track. That is why you must constantly count, measure, track, and then react to the findings.

If expectations are not getting met, you must find out why. Is it because you haven't trained? Is it because your tech hasn't practiced? Is it because the CCR did not mention the Club Membership on the phone? Is it because your Dispatcher did not debrief the technicians? Is it because your bookkeeper didn't process the paperwork? Holding people accountable all the time (not just some of the time) is your responsibility as a manager and is essential to keep focus. The great thing is... you don't have to do it yourself. The numbers will hold people accountable.



The numbers will tell you everything. They will flag you when things are off and will tell you when you should reward because things are on. They get posted for everyone to see so each individual knows when they are not doing the things that they are supposed to, or when they are doing all the right things.

Let your numbers do the talking. Set up goal boards for your Club Membership results per technician, and the Conversion Rate by technician. Use your DME Report and your Daily Call Tracking report to post the results every single day and have the individuals who are "stars" share with the other team members what they do to be successful.



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Compensation/Reward Program

Everyone likes to be recognized for a job well done. It is a basic need in every human to feel appreciated. However, many companies fail to recognize this need as a key to success. Research demonstrates the success is found when managers praise, recognize, and reward employees. What is your method for rewarding your team members? Because each person is unique and different, you must not assume that everyone wants the same reward. Some of your team members may want a day off or just verbal recognition in front of his peers. Others may want a squiff or bonus, or a gift, like a TV or a DVD player. It is important to mix it up a little. Find out what would mean the most to each individual.

Airtime 500 has outlined the compensation guidelines for the Club Membership program in your General Managers guide. Utilized correctly, this reward program actually creates residual income for your technician. Invested wisely, this residual income could be a retirement program for your technicians that they never even dreamed of.

Here is the outline that is in your InstaFix guide for the Club Membership Reward Program:



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Club Membership Rewards

Original Memberships

Silver	= \$11 on initial enrollment = \$8 at each 12-month renewal
Gold	= \$15 on initial enrollment = \$12 at each 12-month renewal
Platinum	= \$20 on initial enrollment = \$16 at each 12-month renewal

Additional Memberships

Region 1		Region 2	
Silver	= \$10 on initial enrollment = \$7 at each 12-month renewal	Silver	= \$7 on initial enrollment = \$4 at each 12-month renewal
Gold	= \$19 on initial enrollment = \$16 at each 12-month renewal	Gold	= \$12 on initial enrollment = \$8 at each 12-month renewal
Insurance	= \$12 on initial enrollment = \$9 at each 12-month renewal	Insurance	= \$9 on initial enrollment = \$6 at each 12-month renewal
Silver Combo	= \$14 on initial enrollment = \$11 at each 12-month renewal	Silver Combo	= \$12 on initial enrollment = \$8 at each 12-month renewal
Gold Combo	= \$21 on initial enrollment = \$17 at each 12-month renewal	Gold Combo	= \$19 on initial enrollment = \$16 at each 12-month renewal
Region 3			
Silver	= \$5 on initial enrollment = \$2 at each 12-month renewal	Silver Combo	= \$11 on initial enrollment = \$8 at each 12-month renewal
Gold	= \$9 on initial enrollment = \$6 at each 12-month renewal	Gold Combo	= \$16 on initial enrollment = \$13 at each 12-month renewal
Insurance	= \$7 on initial enrollment = \$4 at each 12-month renewal		



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Because Club Memberships are a team effort and a company focus, you may want to implement a reward program for your CCRs and Dispatchers as well. This will encourage them to focus on the part of their job that can change the number of Club Memberships that your company has at the end of the day (following the script, communicating to the tech what kind of call it is, and debriefing the tech after every call.)

One way to bonus your CCRs and Dispatchers for a job well done is as simple as:

1. Putting one person's name on a piece of paper in a raffle for every club membership that a technician sells. Go in the same order each time.
Example: Mary's name goes in first, then Amy's name, then Hope's name, etc. Then start over with Mary.
2. At the end of the month, draw out one piece of paper. The person whose name is drawn receives a prize. You can give money, gift certificates, a small TV, a day at the spa, a day off with pay, etc. It may be fun to announce the prize at the beginning of the month so that they have something to look forward to.



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System for Accounting

One of the most powerful concepts behind the Club Membership is the method in which you collect and account for them. No longer do you collect all the money up front or bill the customer when you do the annual rejuvenation. No longer do you have to "resell" the customer so that they invest in another year. The Club Membership is designed so that there is no renewal. The program is an automatic monthly membership that never has renewal process. Your customers see their payment monthly on their credit card or their bank statement for their Club Membership. This collection process and method of billing has been working in other industries for years. Magazines subscriptions, internet service providers, and mail order services (book of the month) use a monthly accounting system that automatically collects the fee from the customer right out of their checking account or charged to their credit card.

Statistics show that customers prefer not to receive a paper bill in the mail for these services they have requested or signed up for. It is one less service that they have to worry about each month. The payment process for Club Memberships is just another benefit to the customer.

Club Membership Accounting Myths

► **Myth #1 — Collecting Monthly for Clubs takes too much time**

Actually, collecting monthly for Clubs is a more efficient use of your bookkeeper's time than collecting from the customer at the time of the tune-up or by sending out an invoice. Once you have a customer set up on an automatic debit or credit card, all you have to do is push a button each month. The ACH/Credit Card Software will automatically collect the money for you. Sending out bills or statements is time consuming. And often, your clients do not pay right away when they receive their invoice.



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- **Myth #2 — ACH/Credit Card Software is complicated to use**

If you can do data entry, you can use this software. All you have to do is enter the customer's information one time into a database entry form. Once their information is entered, it is stored until you remove it or change it. Training is minimal, and many banks will even come out on site to help get your system set up.

- **Myth #3 — ACH/Credit Card Software is too expensive**

Worry no more! Baymax has negotiated with your vendor partners to provide special pricing to AirTime 500 members for the ACH/Credit Card software. You can receive information about this easy-to-use software by calling Baymax at 877-426-9629.

- **Myth #4 — It is not safe to debit my customers' bank accounts**

ACH is an automated, secure, direct way for customers to pay their monthly club membership fees. The customer gives authorization to deduct from their checking account the selected amount of their membership fees on a certain date. For ease of processing, we recommend that you set a specified date in which all of your clients are to be billed. (For example, the 15th day of each month.) This amount would then be transferred to your merchant account. Funds transfer allows you to move money electronically between your linked accounts.

If you have specific questions regarding how to set up your Club Membership accounting system and you are using Quickbooks, please contact your client advisor.

If you have specific questions about Club Membership accounting and you are on SuccessWare, contact SuccessWare at 716-585-2334.



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Training

To maintain the focus on Club Memberships, you have to make a commitment to continual training if you want your team members to achieve the expectations.

Any time that you introduce a new program or system to your company, you must provide initial training, but then also “refresher” classes so that your team won't lose focus. It is human nature to be excited and focused on a goal initially, but over time, people forget, lose their excitement, and stray from the system without someone to rejuvenate them. Your team must practice, drill, and rehearse over and over again to ensure that they are utilizing the entire system. But the practicing, the drilling, and the rehearsing need to be fun. The most successful companies have contests, play games, and recognize those who are doing a great job.

How often should you train? As long as the training is productive, helps your team overcome any challenges that they are having, is motivational, and shares information, you should train as much as possible.

Some companies train every day. Some train twice a week, and some train only once a week. At the beginning of your new program, you may want to meet with your team every day to make sure they are on track with the program. The true answer to the question, “How often should I train?” comes from tracking your results. If your results are getting you to your goals, you may need to train only one day a week to keep your team on top of their game. If your results are not reaching your goals, then it is probably necessary to make training more frequent. The answer is that your progress will determine how much training you need.

CCR Training

The entire club membership process starts with your client calling in. The call must be set up correctly for the technician if you want to maximize the opportunity. The Club Membership selling process is not just the responsibility of the technician. The CCR must follow the Power Phone Talk script to plant the club membership seed so that the customer's interest is peaked. Then when the technician shows up at the customer's house and explains the Club Membership, the customer actually wants to hear about the benefits and options of being a club member.



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Planting that seed comes from a simple question asked to your client during the call booking process. Review your CCR scripts in Power Phone Talk, but at the applicable point, your CCR should be asking:

CCR: *Are you a client of our Club Membership?*

Client: No, what is a Club Membership?

CCR: *Club Memberships are for our priority clients who move to the front of the service line. They receive special pricing on our services, and some work is often done free of charge. Our members just love them. If you haven't heard about them yet, you definitely will. I'll make a note for the technician to share the details with you.*

With that simple question and answer, your CCR is able to plant the seed and expectation in your client's mind that the club membership is something they will want to know about and join. Your clients will then be expecting to hear about it from the technician during their service visit.

Dispatcher Training

After the CCR has booked the initial call and determined whether the client is already a club member, it is the Dispatcher's responsibility to get the right technician to the call. The dispatcher's responsibility with each call is:

1. Research the client's history to determine if the client is already a club member or if the call is a club membership opportunity.
2. Get the appropriate technician on the call. If the client is already a club member, you do not have to send your best communicator. However, if there is a chance to get the client involved in the club, send someone who is effective at communicating the benefits of the club.
3. The Dispatcher must debrief the technician after each call to make sure they presented the club membership to the client. (Use the Technician Debriefing Form on Page 61). If they were successful, then celebrate the victory. If they were not successful, find out what objections the client had to joining the club.
4. Either the Dispatcher or the CCR will call the client for a memorable call afterward. On that call, they'll congratulate the client on joining, or answer any further questions the client may have about the club.



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Technician Training

Since your technicians are the ones who will be face to face with your clients, they have one of the most important roles in the club membership process. As a result, training your technicians must start with getting them to believe in the club.

1. **Belief in the club:** You must show your technicians how the clubs are in the best interest of your clients. They will keep your clients' systems in better working order throughout the year. They'll experience better comfort.
2. **Second, you must show your technicians how the club memberships will enhance their lives as well.** By keeping your clients' systems in better working order, you'll minimize the number of after-hours calls and weekend calls. Also club memberships represent a huge residual income bonus opportunity for your techs. Show them how each client they bring into the club will enhance their future income. Each year, they will have residual income before they have even run one service call.
3. **The third step is making sure that your technicians understand the ins and outs of the club.** Do they understand the difference between each level of membership? Do they understand it well enough to communicate it to your clients? Do they know the benefits of each level? Your technicians must understand every detail and nuance of the club memberships, and that understanding starts by going through the pages of the StraightForward Pricing® Guide with your technicians so they understand every word.
4. **The fourth step is training your techs to succeed.** The key here is role-playing — your technician's favorite word. If a technician can present the Club Membership to his peers, he most likely will do an excellent job in the customer's home explaining the benefits and options.

The key to your role-play meetings is to make them fun. Get involved. As the owner/manager, you should role-play, too. Don't just sit on the sidelines and critique. Let the technicians provide feedback and have them grade each other. Have them develop a script in their own words. And do not expect them to do it like you or anyone else. They have to feel good about how they are communicating, and some people speak or talk differently than others.

To help your technicians develop their script, use the sample script in the next lab. Have them practice their script until it is second nature.



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The following Club Membership Technician Success Cycle is the best way to train your technicians to succeed. With it, they'll discover the six Value-Building opportunities they have on every service call, and they'll be able to go over the scripts they should use throughout. Use this Success Cycle with your technicians during your role-play to reinforce what they should be doing on every call.

By using the following Technician Success Cycle and role-playing with your technicians, they'll be ready to get your clients involved in the club membership program.

Also, following the Technician Success Cycle, you'll find the materials you will need to hold a meeting with your technicians to get them involved in the club membership program.



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Club Membership By Technician

Month	Y-T-D	M-T-D	W-T-D	Monday	Tuesday	Wednesday	Thursday	Friday
Goal								
Actual								
+/-								
Goal								
Actual								
+/-								
Goal								
Actual								
+/-								
Company Goal								
Company Actual								
Company +/-								

Daily Call Tracking Club Memberships

For week ending: _____

	A	B	C	D	E	F	G	H	I	J
Day of the Week	Total Calls Has (B+C+D)	Current Non- Agreement Customers	New CLLeads	CMFs Sold	Conversion % on New Clients (D/C)	ESA Calls Plan (G+H)	ESA's Non- Removable	ESA's Removable	ESA's Covered to Clubs	ESA Conversion % to Clubs (I/J)
MON	20	8	5	3	60%	7	3	4	2	50%
TUES										
WED										
THU										
FRI										
Sat/ Sun										
Total for Week										
M-T-D										
Y-T-D										

SAMPLE

*ESA stands for Energy Savings Agreement, but also means any other service agreement other than a club membership.

Daily Call Tracking Club Memberships

For week ending: _____

	A	B	C	D	E	F	G	H	I	J
Day of the Week	Total Calls Ran (10+C+F)	Current Non- Agreement Customers	New Clients	CM's Said	Conversion % on New Clients (D/E)	ESA Calls Ran (G + H)	ESA's Non- Recoverable	ESA's Recoverable	ESA's Converted to CMs	ESA Conversion % to Clubs (I/J)
MON										
TUES										
WED										
THU										
FRI										
Sat/ Sun										
Total for Week										
M-T-D										
Y-T-D										

*ESA stands for Energy Savings Agreement, but also means any other service agreement other than a club membership.

DME Report

For Day Ending: _____

A. # of Service Calls Ran: Goal: _____ Actual: _____ (+ -): _____ # of Leads Ran: Goal: _____ Actual: _____ (+ -): _____	# of Clubs Sold: Goal: _____ Actual: _____ (+ -): _____ Close Ratio: Goal: _____ % Actual: _____ % (+ -): _____
---	--

B. Total Cash Available: _____ <small>(in Bank Account)</small>	Amount collected: _____	Amount Uncollected: _____	Reason: _____
---	--------------------------------	----------------------------------	----------------------

C. Key Numbers:			
<u>20% Rule</u>			
1. Total Revenue for Day:	_____		
2. Total Direct Labor Wages for Day:	\$ _____	Divide 2 by 1. 2% Field Labor %	_____ This number should not exceed 20%.
3. Total of all Other Gross Wages for Day:	\$ _____	Divide 3 by 1. 3% Office Labor %	_____ This % should not exceed 10%.
4. Total Gross Wages of Company: (2 + 3)	_____		
Divide 4 by 1.	_____		This % should not exceed 20%.
<u>Daily Revenue</u>		<u>Average Invoice</u>	
Goal: \$	_____	Goal: \$	_____
Actual: \$	_____	Actual: \$	_____
(+ -): \$	_____	(+ -): \$	_____
		<small>Rate along with Truck Tomorrow</small>	
		1 _____	
		2 _____	
		3 _____	

*Do not include any payroll taxes or benefits in this number

**Include owner/manager salary in this number

Technician Service Visit Debriefing

Date _____ Time _____ Technician _____ D.C.E. _____

Client _____ Phone _____

Type of call:

Call Code:

RS — Repair Service

CM — Club Member

IN — Installation

CB — Call Back

TU — Tune-Up

W — Warranty

Other _____

1. Did the client invest in a Club Membership? Yes No
If no, please list why: _____
2. Is the service complete? Yes No
3. Did you collect the revenue amount? Yes No
\$ _____
4. Have you recorded the model, serial, and filter size? Yes No
5. What is the approximate age of the equipment? _____ Years
6. Is this a lead for replacement or accessory? Yes No
If yes, what? _____
7. Did you place labels on the equipment? Yes No
8. Did you tag the valve? Yes No
9. Did you leave business cards? Yes No
10. Did you put out door hangers? Yes No

Memorable Call Report

Client Care Representative/Dispatcher:

Mr./Mrs./Ms. _____, this is _____ with _____.

Our technician recently visited your home, and I was calling to let you know we appreciate you calling us, and to say thank you for letting us be of service. *(Please to see if they reply, be conversational.)*

The best way we can serve you better in the future is to ask how we are doing today.

What one thing did our company do in providing you service that stands out in your mind today?

Was our response time good?

Was _____ *(Name of technician)* courteous?

Did _____ *(Name of technician)* wear shoe covers and clean up everything after finishing the job?

Did he address all of your concerns and answer all of your questions?

Is there anything else you can share with our company, in an effort to improve our service?

Club Member

By the way, congratulations, you will begin enjoying priority service from our award-winning team by enrolling in the club membership. You have made a wise investment, and I know you will be very happy you did. *(Be sure you know the benefits of a club membership. You may have to reassure them of their decision to invest in a club membership and need to remind them of the benefits.)*

Non-Club Member

By the way, _____ *(Name of technician)* left a Club Membership designed to reduce breakdowns and provide you with priority service from our award-winning team. Do you have any questions regarding the club membership that I can answer?

Thank you for your time, have a great day!



Training

The Technician Success Cycle

In the days of the Old West, miners were plentiful in the hills and mountains where gold laid waiting. For those miners, a large boulder or rock presented a challenge. Inside it might lie a tremendous fortune, but how could they possibly open it with just the small chisel and hammer that most miners carried? The answer didn't lie in one swift blow but in a series of calculated actions. The miners would hold their chisel in just the right place on the boulder and then, using a sledgehammer, strike the rock many, many, many times. Eventually even the largest obstacle crumbled, but what caused the rock to break? Was it the first blow, or was it the last?

The miners were able to overcome their obstacle and achieve their goals by using a process. No blow on its own was enough to crack the boulder, but by following the system step by step, they were able to succeed with only a chisel and a hammer.

This system is your chisel and hammer. By following these steps in this process, you can achieve the goal of getting your clients involved in club memberships. However, you must follow the whole process. Simply doing one of these steps or doing them out of order, won't get you results. You have to follow the process to achieve your desired results.

The Club Membership Success Cycle is based on building value with your clients. The club membership will only hold the value that your clients see in it. With that in mind, every action you perform in a service call affects the value your clients see in you, your company, and the products and services you offer. If one of these value-building actions is absent, the system will not be as effective.



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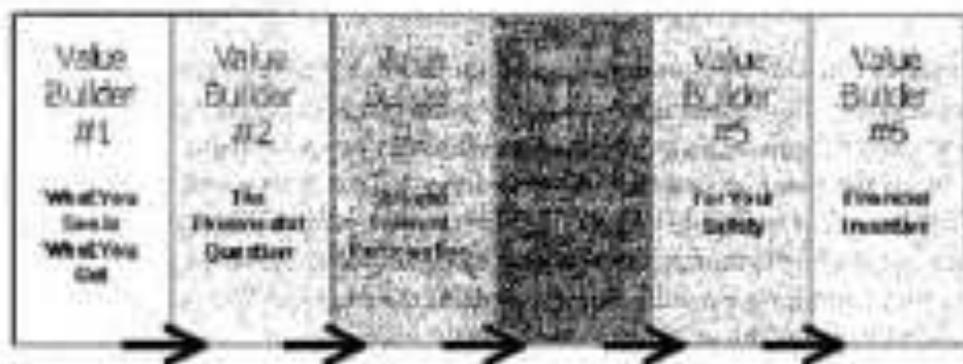
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To maximize your effectiveness at involving your clients in your Club, start building that value throughout the service call. Your process starts with these 6 Value Builders.



Value Builder #1 — What you see is what you get

What do your clients see when you pull up to their home? Do they see professionalism from the way you park and dress, or do they see sloppiness and disregard? Value Builder #1 may be the most important one of all because it sets the stage for your service experience, and it sets the stage for the value your client will perceive from you.

Building trust and rapport with your clients is vital to your success with Club Memberships, and to do that, you should follow the strategies that are laid out for you in the Power Performing Technician. These strategies and the techniques taught at the Success Academy will increase technician performance on repair opportunities, scheduled service calls, lead generation, as well as club membership participations.

Where does building this value start? It actually starts before you even arrive at your client's home. Before you pull up to their home, be sure to check your uniform. Is it clean and professional? Does it smell like your last call? Are you smiling? Are you clean-shaven? You should check all of these items before you pull up to your client's home because the moment you arrive, you begin the process of building value.

Your client will actually see you before they speak to you, so your visual presentation will be the first determinant of the value they see in a club membership. It all starts with



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having a smile and a quick step as you approach their home. This will show your client that you are happy and proud to be at their home.

In your client's mind, what they see is what they get. Let them see that the most professional HVAC company is arriving at their home to protect their comfort.

Value Builder #2 — The Thermostat Question

After you've entered your client's home and followed the correct introduction procedure outlined by the Success Academy, you're presented with your next Value Builder. The backbone of the club membership program is the preventative maintenance your clients receive to keep their systems running in top condition. To build the value of that maintenance, you should first inquire what your client has done in the past to care for their systems.

While at your client's thermostat with them, here is an example of how you might phrase this question:

"Mary, virtually all manufacturers, utility companies, and consumer protection groups absolutely recommend that you thoroughly service, clean, and calibrate both your furnace and your air conditioner each year to help prevent future breakdowns, extend the life of your system, and especially to make sure that everything is operating efficiently so you don't overpay on your energy bills. Do you know when the last time was that both your furnace and air conditioner were fully serviced?"

A less extensive way to phrase this question might be:

"Mary, virtually all manufacturers, utility companies, and consumer protection groups absolutely recommend that you thoroughly service, clean, and calibrate both your furnace and your air conditioner. Do you know when the last time was that they were both fully serviced?"

At the very least, you should ask your client:

"Mary, when did you last have your furnace and air conditioner fully cleaned and serviced?"



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By using one of the first two examples, you introduce the “third party” element, which will add credibility to your future recommendations for having their system serviced. Without those endorsements, your client may feel you are trying to “sell” them on doing more work instead of doing what is right for their system. Using one of the first two statements builds trust and rapport with your clients.

After asking the above question to the client about their last service, it’s a good idea to add the following to get your client’s authorization to make further recommendations for their system.

“Mary, I don’t know if I will or not, but while I’m checking your system, if I happen to discover anything that you should know about or could give you problems down the road, would you like me to share that with you? (Sure) OK. Like I said, I don’t know if I will or not, but if I do, I’ll be sure to let you know.”

This question gives you the “green light” to share other options or recommendations for repair, cleaning, or other products or services your client might benefit from.

If your client has performed regular maintenance on their system, then you are in luck. That shows that they understand the value of routine maintenance and may be more willing to invest in a club membership as a result. If they have not had their system maintained, then you are presented with an opportunity to set up the value further. Ask them some further questions about their system and show genuine concern for what could be going wrong with their system. You have, without a doubt, encountered numerous dirty and inefficient systems that would have been in much better condition with routine maintenance. Let your client know these examples to build the value of routine service for each component of their system.

Value Builder #3 — StraightForward Participation

All of the information you’ll need to present the club memberships to your clients comes neatly packaged in the StraightForward Pricing® Guide. A vital step in building the value of your service and the club memberships is to have your clients read all the information contained in the StraightForward Pricing® Guide.



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When you present your clients with the StraightForward Pricing® guide, there are two statements you should use to build their expectation for reading the guide. First, mention the following:

"Our club memberships can save you a lot of money on your future service — and maybe even save you some money today."

Don't worry about building the idea of the client wanting or receiving a discount today with this statement. You'll be able to clarify this later in your presentation when you present your recommendations and their options. For now, it is important to build expectations so your client will see the value in the StraightForward Pricing® guide. Your clients will welcome the opportunity to save money whenever possible, so be sure to let them know it's important that they read the club membership information.

The second item you should mention to your clients when you hand them the guide is that you'll be reviewing it with them later. This will let them know they should read it in the meantime. Present this information like this:

"Mary, after you're done reading, I'll be sure to review the guide with you later and answer any questions you might have. Be sure to read through it because there is some really good information in it."

Later in the call, you will take the time to review the club membership information with your client as you mentioned here. At that time, simply ask:

"Mary, did you have a chance to look at the information on the club memberships?"

If your client says yes, say:

"Great! Let me take a moment to review it with you so you know what your options are."

If your client replies that they haven't had time to look at the information yet, your response will be the same. This is one of the steps developed in the Power Performing Technician class with Success Academy.



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Value Builder #4 — Show and Tell

A great opportunity for you to build value comes when you are examining your client's system. Ideally, they should be there with you so you can point out items to them. By showing your client the problems and explaining the lost efficiency from a dirty blower wheel, dirty burners, and other components, you'll build the value of maintaining the system.

Here's a simple example of explaining this to your client:

"Mary, see these coils and fins on the outside of your air conditioner here? (Yes.) Well, these fins are designed to transfer heat. You might think of them as the fingers on your hand. If your fingers are trying to give off heat, and you put a glove over your fingers, what will happen to the heat? (It will be held in.) Exactly, and with these fins, if it is harder to transfer the heat, the system will have to run longer and work harder. And if your system has to work harder, it can stress the unit and shorten the life of the system. Plus, when it runs longer, what happens to your utility bill? (It goes up.) Mary, we can leave it dirty and take our chances, or if you want, I can go ahead and clean it up for you while I'm here and make sure it doesn't continue to waste any more energy. What would you like me to do for you today? (Clean it.)"

This scenario represents doing what is in the best interest of your client. By presenting the problem to them and giving them the option of cleaning it today, you are never "selling" anything to them. You are merely presenting them with an option for improving their system. You are building the value of maintenance and the club memberships by presenting your clients with options.

Value Builder #5 — For Your Safety

You have another fabulous opportunity to build value for your clients while you are performing the safety inspection of your client's system with the Inspector as directed in the Power Performing Technician's class.



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- If your client's combustion chamber is under warranty:

Whenever you are viewing the inside of a combustion chamber that is less than 10 years old, you will invariably see anomalies beginning to form along the walls inside the chamber. Your clients will also be able to see these anomalies with the Inspector. When discussing the importance of safety with your client, it's important to reinforce the need to have the system checked each year to be certain there are no safety issues while the system is still under warranty. You can reinforce this by saying:

"Mary, can you see those spots where the interior is beginning to change? (Yes.) Well, we really want to keep our eyes on those spots and make sure that we check and track this every year to make sure that it doesn't get any worse and/or to ensure that we catch any problems with this part of the system while it is still covered by the warranty."

"By the way, you know the discount service program I mentioned before? (Yes.) This entire HydroScan safety check, including the use of the Inspector, is included in the Club Membership program so that you never have to pay extra for it. Pretty nice, don't you think? (Absolutely, that is great.) Yes it is, and it makes me feel a lot better as your technician, because I know that your system is safe to operate, plus I can show it to you too so that you know."

- If the combustion chamber is **not** under warranty:

"Mary, can you see what is happening with the condition of the interior of your combustion chamber? (Yes.) Since this system is out of warranty, that's really something that we want to keep our eyes on to make sure that we check and track this every year to make sure that it doesn't get any worse and/or to ensure that we catch any problems before they become a safety hazard. The reason I mention this is simply — when will something fail? Just before your warranty expires, or just after your warranty expires? (One minute after it's up.) That is the way it always seems to happen. So since your unit is past (or close to the end of) its warranty, we really need to keep our eyes on it to make sure that no further safety issues develop that could affect you."



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Remember, it's not a matter of if a combustion chamber will fail. It's a matter of WHEN it will fail. The club membership lets us properly serve and protect the safety of our clients. If you've properly educated your client on the importance of safety before you show them the interior of the combustion chamber, your client will agree with and see the value in your recommendation.

For your clients, seeing is believing. By using the Inspector on each of your calls, you have a powerful way to visually build value. Your client will be able to see the interior of their system and see how the system wears out including the rust, corrosion and combustion products that build up.

They will also be able to see any cracks or ruptures for themselves. With that in mind, the Inspector becomes a valuable benefit to being involved with a club membership. After you've shown your client the interior of their system, you can reinforce the value of the Inspector by adding:

"By the way, you know the discount service program I mentioned before? (Yes.) This entire HydroScan safety check, including the use of the Inspector, is included in the Club Membership program so that you never have to pay extra for it. Pretty nice, don't you think? (Absolutely, that is great.) Yes it is, and it makes me feel a lot better as your technician because I know that your system is safe to operate, plus I can show it to you too so that you know."

The idea to remember in this situation is that no matter what the age of the system, you always need to keep it maintained and know that it is safe to operate. This is a crucial opportunity that must not be overlooked by you, the technician. It's vital that you inform the client that using the Inspector is a tremendous value that is included in the club membership program.

Value Builder #6 — Financial Incentive

Your final opportunity to build the value of the club memberships comes at the end of the service call. This final option is to present some kind of financial incentive to your client. However, you do not want to devalue the service you've offered on this service visit and try to "buy" your client into the club membership by offering a discount on today's repair or cleaning recommendations or the service fee.



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When discussing the upcoming repairs during the service opportunity or while discussing the list of recommendations, let your client know that they will probably save money today. For example, after you've explained the importance of regular service, you might say:

"Mary, you know the discount service programs we've talked about? (Yes.) Well, I'll be sure to review those with you because you're probably going to save quite a bit of money today under that program."

Also, be sure to let them know that all future cleaning, maintenance, calibrating, and routine service is included in the Club Membership program so that you never have to pay extra for those items.

Your Recommendations

At this point, you should have built the value of the club memberships throughout your entire service experience. Now, it is time to make your recommendations to your clients. Just as the entire club membership program has a process you should follow, making your recommendations to your client has its own process. By following this process developed by the Success Academy, your clients will most often follow your recommendations of what is in the best interest of their systems and safety.

1) Make your recommendations

The first step is to list on paper all of your recommendations for bringing their system up to "factory-fresh" condition. Your list should include everything that they will need to do to make their system right for any club membership. You should also include the replacement of any marginal or weak components like an old ignition component or a worn contactor.

2) Your Client's Choice

Once you have made your recommendations in the middle of your paper and listed the repair amounts on the left- and right-hand sides of the paper (see example on following page), ask your client if they would like to take advantage of the savings. The savings will be shown on the right-hand side of the paper where you will include the future tune-up and minor "value-added" repairs. Here is where you will bring together all of the benefits of the club membership so your client can justify their decision.



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\$ 79	Diagnostic OK — Compressor, contactor, relays, charge, fan motor, etc...	\$ 79
\$189	Dual Capacitor	\$189
\$ 99	A/C Clean and Tune-up	\$ 99
\$ 79	A/C Clean and Tune-up after Customer Currency is applied	\$ 79
\$ 99	Furnace cleaning and Tune-up Burners, purge blower, gas pressure	INCL.
\$ 99	Blower assembly clean/oil motor	\$ 99
\$ 59	Repair Copper pipe insulation	INCL.
\$604	Save \$158	\$446 C.M.

Here's how you should present these options:

"This side on the left is our Straightforward Pricing, and your total investment comes to just \$604 today, which includes the \$70 discount off your air conditioner service, which is usually \$99 and will bring your air conditioner to factory fresh condition.

"If you would like to get the savings from a club membership today, my company will let me include the furnace service and the other minor repairs we discussed earlier at no charge as part of the membership." *

A superstar strategy here is to circle the amount of savings and say:

"Marn, would you like to get this savings from the Club Membership program today?"

Since most clients want to pay less, they will usually ask you how the club works at this point. Now is your chance to bring together all of the benefits that you've transitioned throughout the service experience, and it leads you into the next step.



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**Many companies have determined that, due to call scheduling, it becomes a dispatching challenge to conduct the furnace tune-up at the same time as they do the A/C tune-up. Therefore the furnace tune-up becomes a value-added service. You should state that it is included (which it is for Club Members), and then let your client know you'll return in the fall to perform the furnace tune-up. This allows you to handle the calls already scheduled in a timely fashion without compensating and overloading your entire schedule.*

3) Club Membership Presentation & Client Selection

The next step in the process is explaining the three levels of the club membership to your clients and allowing them to choose which club membership they are most comfortable with.

Most often, your client will immediately choose to join a club membership once they see the savings they will receive in the right-hand column of your recommendations. If they don't decide right away to go ahead with the savings, they will most likely ask you for more information about how the club membership works. In either case, the door is open for you to present the three levels of club membership investment.

Before you explain the three levels, however, it is effective to let your clients know a little bit more about the clubs in general.

"These membership programs were put together based on information from our clients just like yourself. Many, these are really great programs because they keep your system running efficiently, and the last thing most of our clients want to do is overpay on their utility bills.

"The other advantage of these programs is that they help you prevent future breakdowns, protect your safety, extend the life of your system, and help protect your comfort in the unlikely event that you need priority service. These programs are a tremendous value to people because if we can prevent future breakdowns and make sure your system is working properly, you'll save money, frustration, and time down the road."

From there, you can begin to introduce your client to the club memberships. You should always begin your presentation with the platinum membership.



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Platinum membership

"Mary, we have three different memberships. Let me start by sharing our platinum membership with you. The platinum membership provides you with our very best, elite service, what we call prestige service. What this means, Mary, is that as a platinum club member, you're guaranteed same-day appointments, meaning that if you call in we drop everything and come to see you above everybody else. If you call during business hours, we're going to show up before we're done with business that day, it doesn't matter if we have to come out at 11 o'clock at night. If you call us at night, we're going to see you as soon as possible the next day. You get our best priority response.

You also get free service on system rejuvenation. That means any time we see components in your system that are starting to go bad, we will act proactively, with your authorization, and replace those components under this program. All of your future routine service and cleanings are also included in this program so you never have to pay extra for those. You know the blower that we are cleaning today? (Yes.) Well, in the future, you'll never have to pay for that, or any other cleaning or servicing of your air conditioner or furnace. Plus, you get free repairs with no exclusions, and those repairs are defined as anything in our StraightForward Pricing® Guide up to a Level 5 repair. Of course, Mary, if your system has repairs that exceed the Level 5 amount, it is like having a car with 200,000 miles on it with an engine that blows up. When that happens, do you get a new engine or do you replace the vehicle? (Replace the vehicle.)

Right, and this is kind of the same. If you exceed a Level 5, it is time to replace your system for one that's more efficient. Also with the platinum membership, you receive free diagnostic service. Today, we had a \$79 diagnostic and evaluation fee, but under our platinum club membership, you don't pay a dime for that. We'll come out to your home for free. Mary, how many people do you know of that will come out to your home for a service call and not charge you for it? (Well, not many.) Yeah, it's a nice benefit, isn't it?

How the platinum membership works is that you receive free diagnostic service and, additionally, 100% of your unused credit balance can be applied to a new heating and cooling system in the future. What that means is that when you invest the \$29.95 per month, you are creating a credit balance toward a future replacement. If you go along for 4 or 5 years with only the regular service needed for your system, when you



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decide you want to replace your system, we credit 100% of your unused credit balance, that's the balance that hasn't been used for any regular service or repairs, toward the replacement of your heating and cooling system.

"The platinum membership lets you build a fund to put toward a future replacement. It also gives you our very best level of service and response, and it's a tremendous program."

Your client may elect to choose the platinum membership right now. If that is the case, then you should proceed with discussing the bank authorization. However, most clients will want to hear more. From the platinum membership you can transition right into the gold membership.

Gold Membership

"Our next level is the gold membership. The gold membership is very similar to the platinum membership, except in the gold club membership, you are guaranteed appointments within a 24-hour time frame. That means if you call in at noon, we guarantee that we'll be here by noon the next day, no matter how cold or hot it is.

Mentioning your 24-hour policy gives you a good opportunity to mention your 100% money-back guarantee to let your client know that you stand behind your promises.

"Incidentally, Mary, we make these promises to you, but I know as a client there may be the question in your mind, and, if there's not, I want to share this with you. How do you know we're going to do what we say we're going to do? Many companies say they're going to show up, but it's another thing to really do it, right? (Right.) The reason you can be sure we'll be here in that time frame is that we offer a 100% money-back guarantee on everything we do in your home for a full year. So, if we tell you we're going to be there, we're going to be there within 24 hours. If we don't show up, that means one of two things. We'll either have to return all of your money from the past year that you've invested in our club membership because we haven't lived up to our promises. Or, we're going to have to do something different. Now, do you really think we want to give you all of your money back? Is that good for our business? (No.) Exactly, so what happens is that if we don't show up within our timeframe, we're actually going to give the whole next year of your club membership at no charge. Do you think that's something that's a great motivator to make sure we're here when we say we'll be here?"



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(Yes.) Absolutely. Isn't it nice to know that we offer that type of guarantee that we're going to perform the service we've promised and if not, we're going to take care of you? (Yes.)

"With that in mind, you're guaranteed appointments within 24 hours with the gold membership, and this also includes all your future major service and cleaning, just like on the Platinum Club. So, all of your service and routine maintenance is totally included in the future with the gold membership. It's all included in the \$19.95 investment.

The gold membership does not build a replacement value like the platinum club membership does, but you still get free repairs up to a Level 3. If you go over that amount, like we mentioned before, it's probably time to replace your system. There is also no diagnostic charge to come to your home. It's all covered."

Again, if your client at this point elects to join one of these club levels, you would proceed with the bank authorization. However, if your client would like to hear more, you continue on with the silver level.

Silver Membership

"Finally, we have our basic priority membership, which is our silver club member. As a silver club member, you're guaranteed appointments within 48 hours. You get a free, full precision tune-up with all future routine service and cleaning. You also receive a 20% discount on any repairs that we ever have to do for you. If we have to come out to your home, your diagnostic under the silver membership would only be \$19.95.

Now is also a good time to mention several other points about the club membership before you ask your client to make a choice of what's best for them. Continue by saying:

"Keep in mind, Mary, that one of the things our company has determined is that time is important to our clients. I don't know Mary, are you like me, and most people, where you just seem to be busier than ever? (Yes.) Well, I'm that way too. So, one of the nice things we do under these memberships is that we'll call you to schedule your tune-up so you never have to worry about remembering to call us each year. Then, when we come to your home, instead of coming out twice a year and inconveniencing you that way, we've made it possible to come out and do all of the service work at one time. For example, today, we're going to take care of all of your air conditioning maintenance.



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Now, when we come out in the fall, we'll not only do all of your furnace maintenance, but we'll go ahead and get your air conditioner cleaned up and ready to roll so that when summertime rolls around, you won't have to take time off to worry about it. So, there are no hassles for you.

"So, Mary, there are our three membership options — platinum, gold, and silver. As you look at these three membership options, Mary, which one do you think makes the most sense for you and your home? (Selects)"

It's important to give your client the time to choose that level they feel most comfortable with.

Allow your client to choose their membership level because once they've agreed to one of the three memberships, they are more likely to see the value and continue with the club membership for years to come.

If your client mentions that they would like to think it over, you can go right into #4 to handle this objection. However, if they have made a firm decision about which club they would like to join, you can move on to handling the bank authorization concerning their club choice.

Q. "I want to think it over."

There is a good chance that at this point, or some other point, in the process you will encounter the objection, "I want to think it over." This is easy to handle, and since you know that it will frequently come up with your clients, you should initiate the process of handling it by bringing it up yourself. This can be done by saying:

"Mary, this is a really great program and there are no 'catches' to it. If you like it, and it works for you, then keep it. If not, then you can always cancel it and handle your system the other way (point to the side of your paper with the higher investment). But I'm pretty sure that your spouse will be glad to know that you saved money, don't you? (Yes.)"



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"But one thing that most people tell me is that they would like to be able to talk to their spouse and have time to think it over. Would you like some time to think it over too? (Yes.) If you were going to think it over, how many days would you need? (Oh, two or three.) That's what most people tell me, and then, after that you would be comfortable with your decision? (Yes.)"

"Well Mary, that might be enough for you, but at our company, it's not enough. You see, we give you a full 30 days to think it over. (Get ready to present and utilize the client currency for 1 month free club membership as your offer is professional and has credibility.) You'll have all the benefits and protection free for a full month to make sure that you are comfortable with our company and the work we have done for you. If at any time in a full month you're not 100% satisfied for any reason, in 30 days, 4 months, or whenever, just let us know and we'll discontinue your program. Do you think that 30 days is enough time to think it over? (Yes.) Ok, Great!"

5) Bank Authorization

The final step in your process is to let your client decide how they would like their bank to authorize the small monthly investment. This objection comes when your client is challenged with handling the club membership monthly. Handling this objection is quite simple once you know how to approach it. Your client will respond to the logic of what is safe for them and what is good business for everyone involved. To introduce this decision to your client, you may say something like this:

"Mary, like I mentioned before, this program was put together based on input from clients just like you. They told us several key things. First of all, and let me ask you, are you like me and most people in that you like to leave your money in your bank and earn interest on your money instead of someone else getting it? (Absolutely.) In the same way, and the reason I bring this up is that one of the things that our clients told us up front is that they don't like to prepay for services that they haven't used yet. Because, if you prepay, and then maybe get down the road 4 months and find out that you're not satisfied, what kind of hassle might you have to go through to get your money back? (Client rolls their eyes and grunts.) Exactly! In fact, our clients have told us that prepaying for something you haven't used yet is just plain bad business and asking for trouble. Instead, what they did want to do is pay as they go, and without it being a big hassle for them or us."



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"Mary, you can handle your club membership one of two ways. First of all, please understand that your finances are your business, not ours, so we require that anything that happens must be controlled and authorized by your bank. That way you are protected and no one has their nose in your private affairs.

"With that in mind, you can have your bank authorize this in two ways. One of the ways is to have your bank authorize the membership by issuing or writing the check for you each month electronically. (DO NOT SAY DEBIT OR AUTOMATIC.)

"The other way is that some people have their bank authorize it by using a rewards card that gives them airline miles or other perks. They prefer to have certain items put on a rewards card or credit card for the benefits they get. So if you want, you can have your bank authorize it for you that way.

But Mary, it doesn't matter to us either way. How would you like your bank to authorize this for you?"

If your client asks to pay for the year in full, politely tell them that the club is not set up that way, and besides, that's not really good business or the best way to protect your clients.

If you do decide to offer an annual program to your clients, though, you MUST make it a different investment than the monthly club membership. It should represent more of an initial investment. For example, a Gold membership is \$19.95 per month, or \$239.40 a year. If your client is requesting to pay for the Gold membership up front, you must charge an extra amount to cover your administrative costs, say \$289.40 per year. You could present this option to your client like this:

"If you want to pay on a yearly basis, we do have an option available to you. For a yearly basis, your investment would be \$xxx.xx. You wouldn't be eligible for the free month of membership. Wouldn't you prefer to go with the monthly investment of only \$19.95, which includes the one month of free membership and all the benefits, and the special repair discounts today?" (Show your client the free month membership voucher.)



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6) *Objection Handling*

There are a few objections or concerns that do arise when your client is deciding which club membership is right for them. The main objections you'll encounter to the club membership are that:

- ▶ They "don't see the value"
- ▶ They want to think it over, and
- ▶ They are uncertain about making the monthly arrangements.

If you don't build the value of the club membership and make sure they know they can enjoy peace of mind, you will never have the opportunity to retain them as a true, long-term client. They will not be protected in your Vista Shield, and they'll be susceptible to your competitors' offers.

Thinking it over is a common objection that you can easily handle with the script from Step 4 of Your Recommendations. There is really no need to worry about the majority of your clients canceling once you give them time to think it over. There isn't really any noticeable risk to the company if your client decides to cancel. Most companies that track their numbers have experienced that fewer than 3% of their clients cancel once they are on the program. Most homeowners are honest people who aren't looking to take advantage of a technician and a company who have just given them excellent service.

Additional Objections

There are two other common objections you may encounter while building the value of the club memberships. Here are these objections and the appropriate scripts to handle them.

Are today's repairs covered?

"This program is very similar to health insurance. It provides protection for you, but it doesn't cover or include any preexisting conditions. For our programs, we start by rejuvenating your system and doing any repairs or cleaning needed to bring your system to factory-fresh condition. After that, any future repairs, up to a level 5 investment, would be covered under your club membership on the Platinum or Gold Membership."



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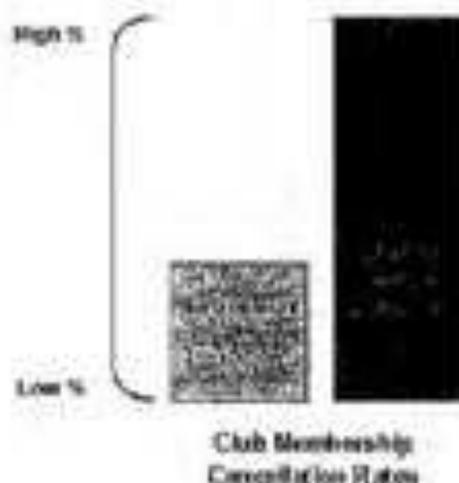
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Some companies will attempt to "buy" a club membership at this point. They'll do this by discounting today's repairs. Before you employ this strategy at your company, perform an analysis to determine if this decision makes sound financial sense.

For your company, it means a lower revenue on this call. If you are performing a \$900 repair for your client today, and you give them a 20% discount, that amounts to giving your client \$100. However, the investment they put into your club membership may only amount to \$143.40 ($\11.95×12). That means, in essence, you are only collecting \$43.40 for the scheduled service calls you will perform for them over the next year. The fact is that you are not generating enough revenue to meet your goals by discounting the repair today.

For your clients, offering them a discount today will diminish the value they see in your club membership. They may decide to enter a club membership because they will get a discount today and not because they see the tremendous amount of value that it really offers. When this is the case, they are much more likely to cancel. When your client sees no value in the club membership, they will cancel it. When you discount the repairs today, you are discounting the value of the club membership.



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Why would I want a club membership (if I have a parts and labor warranty)?

"Do you get routine oil changes for your car? (Sure.) By doing the required maintenance to your car, you are extending the life of it. However, if you did not do the scheduled service as required, and then your engine blew up, what do you suppose the dealership would say to you if you told them you wanted a new engine anyway? (They would laugh at me.) Your system runs the same way. You must do the recommended maintenance on your system to protect your warranties. If you do not do the required scheduled service, you risk assuming all the liabilities for parts and labor, plus you lose operating efficiency and end up overpaying the utility company."

Please note that the client does receive a "renewal" discount from you when you have installed their system because you are already providing parts and labor under warranty for a certain period of time. After the warranty expires, then they revert to the normal investment amount.

Additional Questions and Scenarios you may encounter:

How do I present the value of a club membership to a client that is rarely using the home? (e.g., Vacation home...)

The technician should find out the answers to the following questions to help the client understand how the club membership is still beneficial to them.

Do they invest in extended warranties? If proper maintenance is not done, these warranties could be voided.

When is the worst time the system could break down? It would be very discouraging to go to your vacation home and find that the furnace or air conditioner is broken and now you have to be bothered with a nuisance when you are supposed to be relaxing. Wouldn't they want peace of mind that when they arrive for their vacation, they will be comfortable?

If they really only use the air conditioner, because they live in a warmer climate, explain to them that if the club membership is on the A/C, the furnace/air handler will be included for free. The same scenario goes for a client that may live in a colder climate and predominately uses their furnace. Under the club membership, their air conditioner would be included, too.



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What if on their furnace, the pipes explode and they live nowhere near their vacation home? If they invest in a monitoring device for their system, and the heating/air conditioning company was able to come in to fix the problem before any major property damage was done, would that be worth the investment?

"Why do you only do one tune-up a year?"

"We have found that it is more convenient for our clients to do the entire system rejuvenation in one visit. I am sure you are extremely busy like most of our clients, and it is hard for you to fit one more appointment into your schedule. You see, in the past when your service company came out twice a year they would perform a tune-up on your air conditioner on the first visit and a furnace tune-up on the second visit. You were still receiving a total system tune-up, but it was just spread out between two visits. We value our clients' time so we have combined our system rejuvenation into one visit to save you time."

"I have two systems but I only want to purchase one club membership."

You must educate your customer on the value and benefits of having a club membership for each system. All of their systems must be maintained.

"How many cars do you own?" (Two.) "Now you maintain both of those cars, you take both of them to get their oil changed when they each reach around 3000 miles, right? You wouldn't just maintain one of them?" (No.) "That is the same thing with your systems, they each work independently, so you can remain comfortable in your home. If you only maintain one of them, you will have increased utility bills from the other, and its life will be shortened."

If the homeowner still only wants one membership, go ahead and help them with that system, but be very clear that if the other system needs service, regular StraightForward Pricing® repair levels and diagnostics will apply.

By following this process, you will be presenting your clients with all of the value that club memberships hold for their system and their comfort. You'll be able to present the membership in a way that your client can easily choose which level is in their best interest.



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However, remember that just like the miners in the Old West, it is the whole process that makes this effective. No step on its own is enough to show the value of the club memberships or show your clients why they should join. By following this process all the way through, you'll be presenting your clients with an option that is in their best interest in a way that they will easily understand.

By following this cycle, you will experience Club Membership Success.



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Manager's Meeting Guide

Why hold a meeting?

To successfully implement the club memberships into your business, your team has to buy into the program. Your technicians, especially, must see the value that club memberships bring to your clients every day. Only by seeing that value and believing in the program will they be able to show your clients why club memberships are in their best interest.

With that in mind, this section is a walkthrough for your company meeting. The scripts included here are only a suggestion for what you could say within your meeting, and you can tailor them in any fashion you would like. You'll also see the sheets ("Above & Beyond") that you should copy to hand out to your technicians during this meeting so they can follow along and get involved.

This meeting will cover the levels of service, the challenges homeowners, technicians and companies face in the HVAC world, and how club memberships benefit everyone.

What you'll need for your meeting:

- Copies of the enclosed note sheets ("Above & Beyond") for your technicians to follow along
- Pens for them to write
- \$250 (Two \$100 dollar bills and one \$50 bill)
- Small wastebasket near where you are sitting
- The number of clients you have with agreements
- The number of contractors licensed in your area - you can obtain this by counting in the phone book
- **Optional:** PowerPoint Presentation downloaded from the Contractors Services website

*Script note: Throughout the script, the italicized portion is the manager who is running the meeting. Any portion marked by (T) is the technician's response or answer.



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"In the world today, there are five levels of service. As we go through these, just follow along and fill in your book."

No-Shows

The first level is The No-Shows. Think about going to a restaurant. If you were in, sat at your table, and no one ever came to help you, that would be an example of no-show service.

Barely Get-By's

The second level is The Barely Get-By's. This would be the waiter who comes to your table to take your order, brings your food, and drops off the check.

Average Service

The third level is Average Service. Average service at this restaurant might be a waiter who checks on you a couple of times and refills your water.

Good Service

The fourth level is Good Service. Good service would be someone who constantly checks on you. They would be positive and upbeat with a smile. They would make conversation with you at the table, and get your food to you in an efficient manner. In short, it would be what you expect.

Above & Beyond Service

The fifth level, though, is Above & Beyond Service. This is the type of service that goes the extra mile. With this service, the waiter would do everything you'd expect with good service, but they might make recommendations for that night. They might help you pair a wine with your food. They would be able to tell you everything about the way the food is prepared. This is the type of service you rave to others about. They turn a routine dinner into a pleasurable, fun event and make it an experience to remember.



"Our service is designed to solve the challenges that our clients face. So, let's explore some of the challenges that homeowners face with HVAC."

Inopportune Breakdowns

Our clients have to deal with their equipment breaking down, especially during the hot or cold season. If their system decides to break down in December amid the holiday rush, things could get quite chilly for everyone staying with them from out of town. Our clients may also have to deal with a breakdown as they're getting ready to leave on vacation, or while they're on vacation.

Timely Service

When everyone else's system also breaks down, they have to deal with finding someone who can get to their home to fix their system. If it's a really busy week, they may have to wait days for service or take off work to wait at home for the technician to show up.

Expensive Repairs

The cost of repairs can be substantial for homeowners, and paying for them can become a challenge if they haven't budgeted for repairs. Most HVAC breakdowns are unexpected and therefore unplanned. These homeowners have put their system out of sight and out of mind, and they haven't planned repairs into their budget.

Expensive Replacement Costs

Replacements are a major expense for our clients, and when it comes time to replace their system, this could become a financial burden to incur that kind of investment.

High Utility Costs

Utilities seem to be getting more and more expensive, and our clients are feeling that sting as well. For most homeowners, utilities are one of their largest monthly expenses.



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"Those are the challenges homeowners face with HVAC, but what are the challenges that technicians face in this industry?"

Emergency Calls

If a client's system breaks down on Sunday afternoon during the Super Bowl, who's going to want to go and fix it? No one's going to want to leave their warm home and go fix a furnace, but that's why we're here. By the same token, no one really wants to get woken up out of a deep sleep to leave their cozy bed and go fix a compressor.

Inconsistent Workload

No one likes the work where there isn't enough work to go around, but with the changing season, it can happen sometimes. Then you have to worry about getting money to pay your bills, and it just adds a lot of stress.

Layoffs

This is the scariest one of all, and it's something no company ever wants to have happen. However, it's always a possibility as the industry ebbs and flows.

Difficult Clients

Usually no one is happy when their system breaks down on the hottest day of the summer. They're usually even less happy when you have to present them with the bill for that repair. So, facing difficult clients is a situation you have to deal with in this industry.

Limited Income Opportunities

We are fortunate to be able to pay some of the highest wages, if not the highest, in the area, but many technicians do not have this same income-making ability.



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Page 5:

"Now, let's take a look at the challenges HVAC companies face in this industry."

Competition

We face a tremendous amount of competition. Just in our market there are _____ contractors. Today, we must also face the pressures of Big Box retailers. They are trying to attract our customers. Manufacturers are also trying to attract customers so they can serve them directly. So, we face a lot of competition to attract customers today.

Client Attrition

We have to worry about our clients leaving us and going to the competition. Some of our clients will move. Some of them will just stop using us. Some of them will die. It's inevitable. We're going to lose some clients, but the challenge we face is retaining the ones we do have.

Marketing Difficulties

There are a lot of companies doing direct marketing today. I'm sure all of your mailboxes are full of junk mail all of the time, right? See, that's why it's tougher than ever to break through all of that and reach customers.

Cyclical Work

As you know, there are times when we are busier than others. Some weeks things get a little slow, but the challenge with that is that our costs still stay the same. We still have to pay our bills and pay you guys and keep things going here. So, slow times are a challenge to create the revenue we need to keep going. We still must pay the rent, make truck payments, pay insurance premiums, etc., and it's the same amount whether we have a great month or a terrible month. We still have to pay the bills.

Page 6:

"Since we are striving to go Above & Beyond, if we could eliminate or reduce the challenges that our clients face, that you face, and that the company faces, should we explore how?"



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Painful Problem Fixer

"Before we start talking about HVAC companies, I'd like you to think about your dentist for a moment. There are really two types of dentists. The Painful Problem Fixer would want you to come in with a cavity so they could fix it and make a profit. They wouldn't tell you the best way to floss and brush. They wouldn't tell you the information you needed to avoid the problem, since their profit comes from fixing your teeth instead of preventing problems."

Pain-Free Problem Preventor

"Then, there is the Pain-Free Problem Preventor. They would be proactive with stopping problems before they start. They would show you the proper way to brush, and they would tell you the proper way to floss. They would show you everything you can do to prevent problems. They clean your teeth and fix cavities before they become serious and require more expensive repairs like crowns."

"If you were a dentist, which one of those would you rather be?"

Painful Problem Fixers

"There are also two types of HVAC companies. There are the Painful Problem Fixers who simply wait for systems to break down so they can swoop in and replace them and take home the money. They don't do anything to help clients prolong the life of their systems or reduce energy consumption. They don't offer any recommendations for minor repairs, because they want the system to worsen and break down."

Pain-Free Problem Preventor

"The other type of HVAC company is the Pain-Free Problem Preventor. These companies work alongside their clients, with an interest in preserving their clients' systems. They have their clients' best interest in mind at all times. They suggest minor repairs knowing that it may save the client from a big breakdown later on. They are always looking for ways to improve the efficiency of a client's system to reduce their utility costs."

"When you think about these two types of companies, which one would you rather be?"



"We all want to be the Preventor to help our clients rather than prey on their misfortune."

"To do that, we must do several things. First, we must strive to reduce breakdowns. To do this, we must maintain the systems of our clients."

"Second, we must strive to reduce expensive repairs, and third, we must strive to reduce expensive replacement costs by extending the life of our client's system. To do both of those, we must make recommendations for smaller repairs that will help stave off larger ones, and we must properly maintain the system."

"Fourth, we must strive to reduce our clients' utility consumption. If we are properly maintaining and repairing our clients' systems, they should run more efficiently and use less energy."

Scheduled Service

"So, the key to being a Preventor is performing scheduled service (routine maintenance) on our clients' systems. Routine maintenance will

- A. Reduce breakdowns,*
- B. Reduce expensive repairs,*
- C. Extend the life of the system,*
- D. Reduce utility consumption, or*
- E. All of the above!*

"Performing routine maintenance on our clients' systems will do all of the above for them, and that's how we become Preventors."



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Page 11:

"With our focus on becoming Preventors, let's take a look at the scheduled service we have to perform to become Preventors. Right now, we're going to design the perfect Above & Beyond annual scheduled service."

Page 12:

Designing the Perfect Scheduled Service Visit

"What we're going to do here is list all of the procedures you would perform on the perfect scheduled service visit. Then, for each of these procedures, we're going to go across and evaluate each of them on the list for each of the categories."

For instance, let's start with "Change Filters." Changing the filters would be one of the procedures you perform on a maintenance visit, so list that as Number 1. Now, let's go across and evaluate that procedure in each column.

Does changing the filters reduce breakdowns? Yes, it would, so put a check mark under that. Does changing the filters reduce expensive repairs? Yes, so put a check there. Does it reduce utility costs? Yes, so check that column.

Now, what percent savings on utility payments do you think our clients would see from changing their filters? (Decide on an amount and put that in this column.)

Does changing the filters extend the life of the system? Yes it does, so check that column. How many years do you think changing the filters regularly would extend the life of the system? (Decide on an amount and enter it in the last column.)

Now, we're going to go through these two pages and do that same thing for every procedure you perform in a scheduled service visit."



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Scheduled Service Value and Totals

Once you have completed the perfect scheduled service visit sheets for both the Air Conditioner and the Furnace, total up the percent savings and the # of years on each page.

"Now let's see what the total savings for our client would be with scheduled service visits like this. For the air conditioner, we have a total percent savings of X%. We said that our annual Cooling bill would be \$Y so, X% of Y is \$_____ in savings for our client. So, write that amount in for the air conditioner value to our client."

This amount is a percent of their total cooling bill. If your annual cooling bill was \$1000, and all of the procedures in the tune-up totaled a 20% savings, then the value to your client would be \$200. ($\$1000 \times 20\% = \200)

Determine the amount for the air conditioner and the furnace savings. Then move on to the years.

"The scheduled service will also prolong the life of that system, so total up the number of years the air conditioner service will add to the system. Then total up the number of years the furnace service will add to the system. Write those amounts in here."

Now, let's get our client's totals. Add the A/C value and the furnace value together to get the total value to our clients. Then, add the extended life amounts together to determine the total extended life of the system. These amounts represent the value of scheduled service to our clients' systems. They'll save money, and their system will last longer. That's what it takes to be a Preventor."



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Page 16:

Does scheduled service reduce and eliminate these challenges?

- A. Equipment breakdowns,
- B. Un timely service,
- C. Expensive repairs,
- D. Short system life span,
- E. High utility consumption, or
- F. All of the above!

"It reduces or eliminates all of those challenges, so do we agree that preventative scheduled service is good for homeowners?"

Page 17:

Is scheduled service good for technicians?

"We know that scheduled service is good for homeowners, but is it good for technicians? Let's see if scheduled service can reduce or eliminate the technician challenges we talked about earlier."



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Emergency calls

"The first technician challenge was emergency calls. When you get called out for an emergency call at night or on the weekend, what are the most common repairs you perform?"

List the five most common repairs your technicians answer with.

Once you have your list, go back through and determine if scheduled service visits could eliminate or reduce the likelihood of that repair happening. For each repair ask:

"Do you think scheduled service could reduce or eliminate this repair from becoming an unexpected emergency?"

For the ones your technicians answer yes to, put a check in the box next to it.

Page 19:

After you've completed your list, ask your technicians what percent of emergency calls could be reduced. Write the amount on page 19.

"When you look at that list, what percentage of emergency calls do you think could be reduced by focusing on these items in scheduled service?"

Page 20:

Inconsistent workload

"The second challenge technicians face is an inconsistent workload. At some times of the year, it might be extremely busy. At other times it might be extremely slow. This chart is a good example of how the HVAC industry fluctuates between extremely busy and extremely slow periods."



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"However, with scheduled service, we can schedule those maintenance visits at times when we know we'll be a little slower. That way, our clients will get scheduled service, and you'll have a more consistent workload since the slow times won't be as slow anymore."

"The great thing about scheduled service is that we schedule it. That means we can schedule those service visits during the comfort zone time of the year when no one is really calling us because they're comfortable. During those temperate months, we can handle all of our scheduled service. This will keep you busy and get our clients ready for the hot and cold seasons. That also means that when the hot and cold seasons roll around and a new customer calls for service, we'll be able to answer."

"You see, a lot of our competitors think you have to run scheduled service on air conditioners when it is hot outside and on furnaces when it's cold. What happens then is that they are not doing maintenance when someone calls with no heat. When that call comes in, we're going to have our service done so we have the ability to help that new customer and make them a client."

So, would scheduled service balance out the workload? Yes, it would."

Layoffs

"The third technician challenge we talked about was layoffs. When do companies layoff technicians? When the weather gets nice and no one is calling. However, with club memberships, those comfort zone times of the year will be when scheduled service is being performed for our club members."

Would scheduled service reduce the likelihood of layoffs? Yes, it would because the times when other companies are laying off technicians would be filled in with scheduled service."



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Difficult Clients

"The fourth technician challenge was difficult clients. Obviously, no client is going to be happy when they get handed a huge repair bill for something that could have been prevented. They end up resenting the company and the technician in their home.

That's why the solution is to reduce these breakdowns and build a strong relationship at the same time. To reduce the breakdowns, we have to be Preventors, which means scheduled service.

So, would you agree that scheduled service would reduce difficult client situations?"

Limited Income Opportunities

"The last technician challenge was limited income opportunities. Other companies may not place the priority on paying their technicians well, which creates limited opportunities for technicians. When you factor in an inconsistent workload and layoffs, the income potential for a technician gets worse.

However, scheduled service would create steady, year-round work that would boost the income potential of technicians. By providing technicians with steady work and residual income, service agreements provide bonus income opportunities naturally for technicians. They also create replacement opportunities from the service visits.

Would you agree that scheduled service increases your income opportunities?"



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Page 25:

"When you think about scheduled service, does it reduce or eliminate

- A. Emergency calls*
- B. Inconsistent workloads*
- C. Layoffs*
- D. Difficult client situations, or*
- E. All of the above?*

Page 26:

"Now, let's look at how scheduled service handles the challenges that HVAC companies face."

Cyclical work

"The first company challenge was cyclical work. The same inconsistent workload that is a challenge for technicians is a challenge for companies. Revenue can slow down even though there are still bills to be paid and expenses incurred.

The solution to this challenge comes from the scheduled service leveling out the workload so that the cyclical nature of the HVAC industry is no longer present."



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Marketing difficulties

The third company challenge is marketing difficulties. Why do we market to begin with?

Do we market to

- A. Attract service calls,*
- B. For sales leads,*
- C. For replacement business, or*
- D. For all of the above?*

We actually market for all of those, and in fact, we have invested \$_____ in the past year in attempting to attract new customers.

How much do you think it costs, on average, to attract a new customer? Do you think it costs:

- A. \$50*
- B. \$150,*
- C. \$250,*
- D. \$400, or*
- E. None of these amounts?*

*It actually costs an average of \$250 to attract a new client.**



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Page 18:

"Now think about ladders for a minute. About how much does a new 24' fiberglass extension ladder cost?"

- A. \$50,
- B. \$150,
- C. \$250,
- D. \$400, or
- E. None of these?

A new ladder would cost you around \$250. With that in mind, think about the question. If you bought a new 24' fiberglass extension ladder, could you afford to throw it away after one use?"

That's obviously false or you would basically be throwing \$250 away every time."

Page 19:

"That's the same thing that happens every time we invest in attracting a new client only to serve them once. If it costs \$250 to attract a customer, and we collect \$250 for the service call, we will make a profit and be able to stay in business – true or false?"

That's also false. If we only collect \$250 on a service call and never hear from that customer again, we're not going to be making a profit and we won't be able to stay in business.

We'll basically be taking this \$250 we got from the service call and throwing it away because that client is lost."

Throw the \$250 in the trashcan at this point.



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Page 30:

"The solution then is to provide Above-and-Beyond service so customers will

- A. Use us one time,*
- B. Never use us again,*
- C. Become routine, repeat customers, or*
- D. All of the above*

The answer to that is to make sure our customers become routine, repeat users of our services. That's how we generate a profit, by serving the same client for years, because we don't have to spend that \$250 again to make them our customer. They already will be and they'll continue using us."

Page 31:

Competition and Client Attrition

"The next two challenges that companies face are competition and client attrition. Today, there are _____ licensed contractors in our area, and they are all striving to increase their customer base, too. But if they increase their customer list by 10, where did those 10 customers come from? They may have come from us, and that's why competition and client attrition are linked together.

To reduce and eliminate competitors taking our customers and thus creating client attrition, we must

- A. Offer above-and-beyond service,*
- B. Protect our clients from competitor raid, or*
- C. Both of these!*

The right answer, of course, is both of these. If we want to protect our clients, then we must offer Above-&-Beyond service, and protect our clients from our competitors."



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Page 12:

"To protect our clients, we have to know who they really are. The only customers who are truly our clients are

- A. Customers we have served in the last 3 months,*
- B. Customers we have served at least 3 times,*
- C. Customers who have a service agreement with us, or*
- D. Customers who know who we are and like us?"*

The answer here is C, those with service agreements. Those service agreements are what tie these clients to us. Service agreements protect our clients from our competitors, and they give us an opportunity to offer these clients scheduled service."

Page 33:

"With that in mind, how many true clients do we really have? Remember, we can only count those clients who have a service agreement with us, since the other customers we serve are still open to our competitors. Under that definition, we only have _____ true clients, and we have to protect them."

Page 34:

"The solution to competition and client attrition is

- A. Being better than our competitors*
- B. Being nicer than our competitors*
- C. Having our clients protected with a service agreement or*
- D. None of the above.*

The true answer is C. The only true way to protect our clients is to get them involved in service agreements with us. We do have to be better than and nicer than our competition at the same time, but that should already be part of what makes us different from the competition. The solution to this challenge is to protect our clients with service agreements."



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Page 35:

Overall, scheduled service agreements reduce and eliminate which of the following:

- A. Cyclical work
- B. Marketing difficulties
- C. Competition
- D. Client attrition or
- E. All of the above.

The answer is all of the above because all of these company challenges are reduced with service agreements."

Page 36:

"In fact, service agreements address all of these challenges that customers face, that technicians face, and that the company faces. Go down your lists here and check the boxes of the challenges that you think service agreements reduce and eliminate.

Did you check all of them? Service agreements are the solution to curing all of these challenges we face."

Page 37:

"That begs the question, if service agreements are so great, then why don't we have more than _____ service agreements?"



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"The answer to that is that there are some challenges with our service agreements themselves."

Resell

"One challenge is that you must resell the agreement every year. Your client may see the value in the agreement one year but may not have time to listen to your value-building presentation the next year. They may be in a bad mood when you try to renew their agreement. They may have a lot of stress happening in their life, or they may just be having a bad day. All of these will keep you from being an optimal value builder by taking away your time and opportunity."

Collecting in Advance

"Collecting the sum in advance for the agreement can be a huge challenge when you are trying to show someone the value of an agreement they haven't even experienced yet. Also, collecting that sum in advance can be tough if you come at a time of financial hardship or right after they have spent a great deal of money on something else like a car repair or vacation."

Paperwork

"You have enough paperwork to handle on a service call without having to worry about filling out one more form for the agreement renewal. The extra paperwork just becomes a headache, and as you try to renew more and more clients, the headache just gets bigger."

Technician Bonus

"The other challenge with our service agreements is that the technician that originally sold the agreement and sold the value to that client won't get a renewal fee unless they are the one handling the renewal. If someone handles the renewal, the original technician gets nothing."

"When you put all of those factors together, they contribute to a high cancellation rate for our current service agreements. If service agreements are the answer, but our current ones aren't the best, then what is the right answer?"



"Before we talk about the right answer, let's take a look at how the HVAC industry has developed over the years and what it might be guiding us to. The HVAC industry has gone through several opportunity cycles in its time."

New Construction

"When the new construction boom happened, most contractors started making their money supplying HVAC for all of the new homes. Homes were being built with HVAC systems installed, and this provided contractors with the opportunity for profit."

Add-on

"After the new construction boom, the focus of the industry turned to the add-on market. All of the homes built before the boom were suddenly antiquated. They needed HVAC systems to keep up with everyone else, so contractors stepped in to fill that void and create huge profits."

Service Agreements

"The next cycle occurred when service agreements became prevalent. Contractors started offering these agreements to gain access to the next great opportunity — the replacement opportunity cycle."

Replacement Business

"Soon, all of the homes built during the construction boom needed replacement systems for their older, inefficient ones. Suddenly, the replacement market erupted, and another burst of opportunity happened for the independent contractor."



Page 40:

What's the industry's next major boom?

"It's going to be an opportunity cycle where the emphasis of the industry changes toward a partnership. The next opportunity cycle is going to be one where we develop a partnership where the client, the technician, and the company all have a vested interest in the equipment not breaking down."

Page 41:

"When these opportunity cycles happen, there are some companies that catch on early and lead the industry as a result. There are also those companies that react too late and end up playing catch-up with everyone else, as a result. My question for you is, do you want to be leaders or followers in this process of change?"

Page 42:

"If we're going to be leaders, we have to develop partnerships with our clients where we all have the same vested interest. To create that partnership, I would like to introduce you to the Club Membership."

Page 43:

"As you know, there are three levels to the Club Membership — platinum, gold, and silver. However, you may not know what each of those levels really means and includes. In this chart, we have all of the elements that make up the club memberships. You can easily compare the three against each other and against what our client would experience without a club membership altogether."



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Service Success System

Club Memberships

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Platinum Club Membership

"There are three main components to the club memberships:

- 1. It's ability to be a Replacement Account Builder where our clients can save money toward a future replacement,*
- 2. The maintenance and scheduled service it provides, and*
- 3. The repairs included in the club membership.*

Now if we look at the platinum membership, here, it includes all three of those components. Our clients can use their unused portion toward a replacement in the future. They receive free repairs up to a Level 5, and they receive the scheduled service that will prevent breakdowns in the future."

Gold Club Membership

"Now let's look at the Gold Club membership. Under this level, our clients would still get free repairs up to a Level 5 and the scheduled service. However, they would not be building any money in a replacement account."

Silver Club Membership

"The third level is the silver level, and under this level our clients receive only the scheduled service. They don't receive free repairs, but they do receive a 20% discount on them. Also they aren't building any money for a replacement account."



Club Membership vs. Service Agreement Comparison

"To truly see the difference between the service agreements and the club membership, let's look at these characteristics one by one and determine which of the two they apply to."

As you go down the list, place a check mark in the column that applies to each item. For instance, "reduces breakdowns" applies to both service agreements and club memberships, so you would put a check in both of the "yes" columns. However, "provides free repairs" only applies to the club membership so you would check "no" for service agreements.

"As you can see, the advantage is clearly with club memberships. Just look at the Above and Beyond section here. If we want to go Above & Beyond for our clients, which we said was necessary to overcome everyone's challenges, then club memberships are the right answer."

"To go Above & Beyond on every call, we have to start presenting the club memberships to our clients on every call. With that in mind, how many opportunities do you have to present our clients with a club membership? To make that easy, let's say you have 4 calls a day. That means 28 calls a week, and 80 calls a month."



EXHIBIT 11

PAGES 1 - 50 OF 143



The Senior Sales Technician



Handwritten text, possibly a signature or name, located in the upper right corner of the page.

Why Are You Here?

What Do You Hope To Learn?

Achieve / Do?

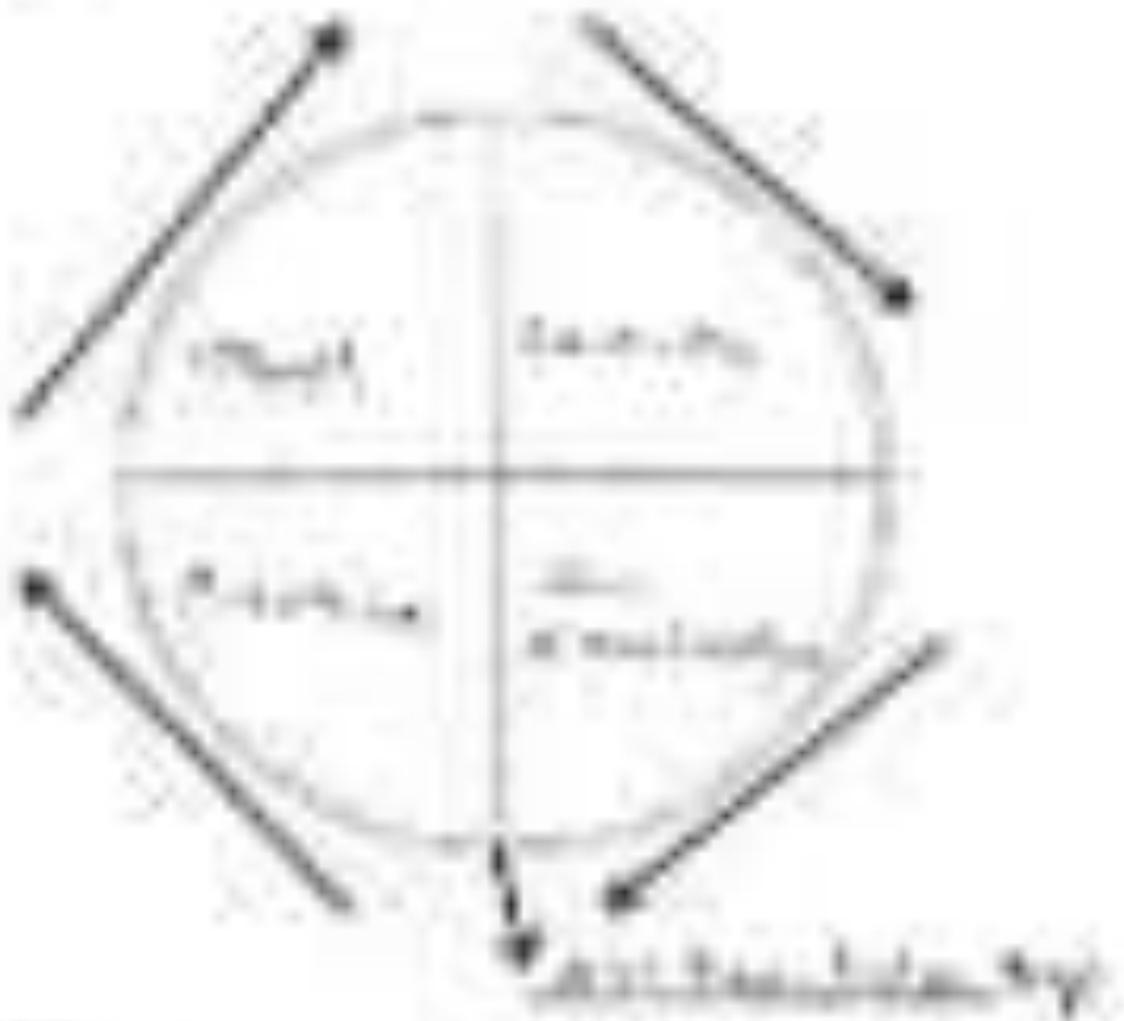
We Have Many of The Same Goals

There's Only One Way To Get There.

As A Team!



The Cycle of Self-Development





What's in the Client's Best Interest?

An Attitude of Service!

This class is about "What is in the client's best interest?"!

The Attitude of Service is a philosophy of:

WIN – WIN – WIN

1ST - Client Wins

2nd – You Win

3rd – Company Wins

When this Attitude of Service is Adopted:

1. Clients will be more inclined to follow your recommendations.
2. Your clients will trust and like you.
3. You will increase your job security.
4. You will become a mentor for your peers and a leader they look up to.
5. You will earn more money.
6. You will have greater opportunities for advancements.



The Two Greatest Challenges

1. The client does not trust the technician.
2. A lack of understanding by the client about the money and value issues involved with a repair versus a new system.

Summary of the two greatest challenges:

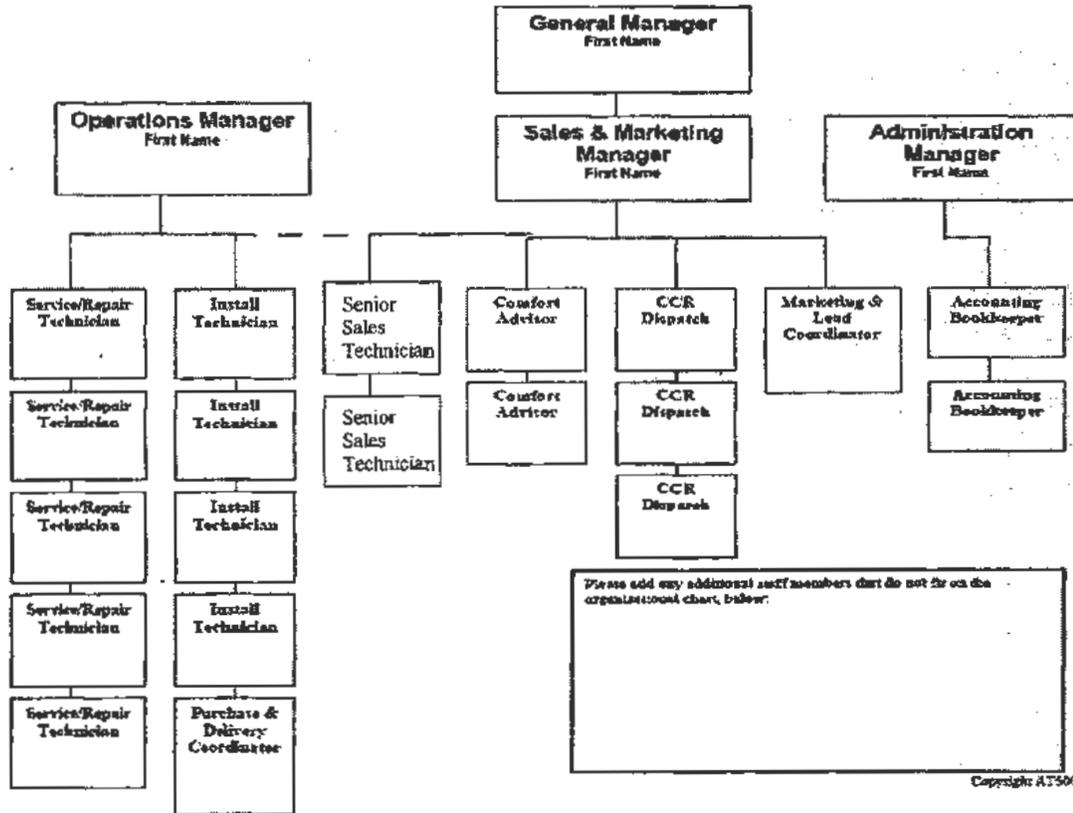
1. Lack of trust
2. value of money

People Buy Two Things

1. Solutions to their problems.
2. Good feelings.



Organization Chart



Copyright: AT500



What You Need

1. A computer with a Windows operating system. The computer must be running Windows 7 or later. The computer must have a minimum of 4GB of RAM and a minimum of 1GB of free hard drive space.

2. A valid email address. You must have a valid email address that you can use to receive emails from the software. The email address must be a standard email address (e.g., name@domain.com).

3. An internet connection.

4. A valid payment method. You must have a valid payment method (e.g., credit card, debit card, or PayPal account) to purchase the software.

5. A valid license key. You must have a valid license key to activate the software. The license key is provided to you after you purchase the software.

6. A valid user account. You must have a valid user account to use the software. The user account is created when you purchase the software.

7. A valid operating system. You must have a valid operating system (e.g., Windows 7 or later) to use the software. The operating system must be installed on the computer.

8. A valid network connection. You must have a valid network connection to use the software. The network connection must be active and stable. The software requires an internet connection to activate and to receive updates.

For more information, please visit our website at www.barnaby.com.
Contact us at support@barnaby.com or call 1-800-555-1234.



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1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the success of any business and for the protection of the interests of all parties involved.

2. The second part of the document provides a detailed overview of the various methods and techniques used to collect and analyze data. It covers both traditional and modern approaches, highlighting the strengths and limitations of each.

3. The third part of the document focuses on the application of statistical methods to the analysis of data. It discusses the various types of statistical tests and the conditions under which they should be used. It also provides examples of how these methods can be applied to real-world data sets.

4. The fourth part of the document discusses the importance of data security and privacy. It outlines the various risks associated with data breaches and provides strategies for minimizing these risks. It also discusses the legal requirements for data protection and the steps that organizations should take to ensure compliance.

5. The fifth part of the document discusses the importance of data quality. It outlines the various factors that can affect data quality and provides strategies for ensuring that data is accurate, complete, and consistent. It also discusses the importance of data governance and the steps that organizations should take to ensure that data is managed effectively.

6. The sixth part of the document discusses the importance of data integration. It outlines the various challenges associated with integrating data from different sources and provides strategies for overcoming these challenges. It also discusses the importance of data interoperability and the steps that organizations should take to ensure that data can be shared and used effectively.

7. The seventh part of the document discusses the importance of data visualization. It outlines the various techniques used to visualize data and provides examples of how these techniques can be used to communicate complex information in a clear and concise manner. It also discusses the importance of data storytelling and the steps that organizations should take to ensure that data is presented in a way that is easy to understand and act upon.

8. The eighth part of the document discusses the importance of data ethics. It outlines the various ethical considerations that should be taken into account when collecting, analyzing, and using data. It also discusses the importance of transparency and the steps that organizations should take to ensure that data is used in a responsible and ethical manner.

9. The ninth part of the document discusses the importance of data literacy. It outlines the various skills and knowledge that are needed to work effectively with data and provides strategies for developing these skills. It also discusses the importance of data literacy for all employees and the steps that organizations should take to ensure that all employees have the necessary skills and knowledge to work with data effectively.

10. The tenth part of the document discusses the importance of data innovation. It outlines the various ways in which data can be used to drive innovation and provides examples of how organizations have used data to develop new products and services. It also discusses the importance of data-driven decision making and the steps that organizations should take to ensure that data is used to drive innovation effectively.



QUESTION 1

- 1. Which of the following is not a characteristic of a corporation?
- 2. Which of the following is not a characteristic of a corporation?
- 3. Which of the following is not a characteristic of a corporation?
- 4. Which of the following is not a characteristic of a corporation?
- 5. Which of the following is not a characteristic of a corporation?
- 6. Which of the following is not a characteristic of a corporation?
- 7. Which of the following is not a characteristic of a corporation?
- 8. Which of the following is not a characteristic of a corporation?

QUESTION 2

- 1. Which of the following is not a characteristic of a corporation?
- 2. Which of the following is not a characteristic of a corporation?
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- 7. Which of the following is not a characteristic of a corporation?
- 8. Which of the following is not a characteristic of a corporation?



QUESTION 3

QUESTION 4

PROPOSED CHANGES TO THE

1. Amend the proposed rule to add the following text to the definition of "personnel" in section 1.101:
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30. Amend the proposed rule to add the following text to the definition of "personnel" in section 1.101:



U.S. DEPARTMENT OF HEALTH & HUMAN SERVICES
CENTERS FOR DISEASE CONTROL AND PREVENTION

QUESTION 1

QUESTION 1

- 1. The following are the components of the accounting process:
 - a. Recording
 - b. Classifying
 - c. Summarizing
 - d. Reporting
 - e. Interpreting

QUESTION 2

- 1. The following are the components of the accounting process:
 - a. Recording
 - b. Classifying
 - c. Summarizing
 - d. Reporting
 - e. Interpreting

QUESTION 3

- 1. The following are the components of the accounting process:
 - a. Recording
 - b. Classifying
 - c. Summarizing
 - d. Reporting
 - e. Interpreting

QUESTION 4

- 1. The following are the components of the accounting process:
 - a. Recording
 - b. Classifying
 - c. Summarizing
 - d. Reporting
 - e. Interpreting



Definition of Service

1. Contribution to the welfare of others.
 2. Supplying public demand.
 3. Providing maintenance, service and replacements.
- It is not always about "solving" the technical challenge, because often times, the customer may choose to replace the system rather than plunking money into an old one that will continue to nickel-and-dime them and be unreliable.
 - Number 1 priority is to explain the technical challenges of our customer.
 - You have an obligation to educate the client so that they can choose what is in their best interest.

What should my days of operation be?

The recommended days of operation are Monday through Saturday, 52 weeks per year, less nationally recognized holidays. More operating days may be added if your call volume requires. When the company is not in operation, a company representative should be assigned "on-call" status to handle emergency situations should they occur.

What should my days of operation be?

If you can support the overhead created by calls that come after "traditional" working hours, your company should be operating 24-hours a day, 7 days a week. At minimum, your business should be operating between the hours of 7 a.m. and 7p.m., 6 days a week.



Introduction to the Technology of the 19th Century

The 19th century was a period of rapid technological change. The Industrial Revolution had begun in the late 18th century, and by the mid-19th century, the pace of innovation had accelerated. This was due to a number of factors, including the invention of the steam engine, the development of the factory system, and the discovery of electricity.

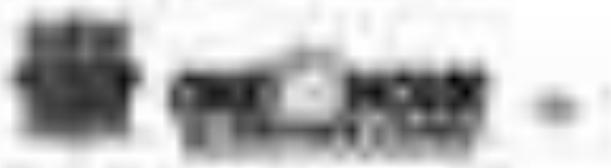
- 1. The steam engine: The first practical steam engine was invented by James Watt in 1769. It was a major breakthrough because it allowed for the production of power in a factory setting, rather than being limited to a water wheel or a windmill.
- 2. The factory system: The factory system was a new way of organizing production. It involved the concentration of workers and machinery in a single location, which allowed for greater efficiency and control.
- 3. Electricity: The discovery of electricity in the 18th century led to the development of the electric motor and the electric light. These inventions revolutionized industry and daily life.
- 4. The telegraph: The telegraph was the first long-distance communication system. It used a series of stations connected by wires to transmit messages over long distances.

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1. The steam engine
2. The factory system
3. Electricity

The 19th century was a period of rapid technological change. The Industrial Revolution had begun in the late 18th century, and by the mid-19th century, the pace of innovation had accelerated. This was due to a number of factors, including the invention of the steam engine, the development of the factory system, and the discovery of electricity.



Dispatching the Appointment

1. Service calls are dispatched One at a time.
2. This is done because your primary focus is the client you're with.
 - a. Keynote: Don't be concerned about the daily schedule. Be concerned about being productive and efficient one call at a time.
3. If your service call is going to take longer than the allotted time, then it is your responsibility to notify dispatch as soon as you know, and before your time for service is up.

The Ways to Dispatch a Service Call

1. Verbal dispatching is when the dispatcher provides the Technician with the next call via radio or phone.
2. Text dispatching is when the dispatcher provides the Technician with the next call via pager.
3. Electronic dispatching is when the dispatcher uses a two-way electronic device to provide dispatching. An example would be Vetro™ by Nextel/Sprint. Many use this tool to assist in debriefing as well.



The Information needed when a Service Call is Dispatched.

When a service call is dispatched to you, you will need the following information.

1. name: You will need the name of the client. Get their first and last name.
2. address: you will need to have crossroads, and special instructions when applicable.
3. The Type of Call and Time Window
 - a. demanded service call.
 - b. Scheduled tune-up.
 - c. marketed service call.
 - d. YES/NO Information: Is it a warranty repair?
 - e. YES/NO Information: Is it a call back?
4. Brief Customer History
 - a. Are they new or previous customers?
 - b. Are they a Club Member?
 - c. Brief description of current problem.
 - d. What is the age of the system.



Use of the 1000 Series

This set of 1000 Series is designed to provide a solid foundation for the study of the 1000 Series. It includes a variety of exercises and projects that will help you to understand the concepts and techniques of the 1000 Series.

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Chapter 1: Introduction

1.1.1. Introduction to the 1000 Series

1.1.2. The 1000 Series and its Applications

1.1.3. The 1000 Series and its History

1.1.4. The 1000 Series and its Future

1.1.5. The 1000 Series and its Impact

1.1.6. The 1000 Series and its Role

1.1.7. The 1000 Series and its Significance

1.1.8. The 1000 Series and its Importance



Technicians' Packets

The dispatcher is responsible for technician's packets. This will allow us to have productive technicians. It is the dispatcher's responsibility to:

- Assemble all technician's service packets according to the service packs' checklist,
- Re-order forms when they hit the minimum stock level.

The packets provide the technician's with the paperwork and sales tools they use on every service appointment. Each packet may include:

- Invoices
- Sticker Sheets
- Inspection checklist
- <Company> Club Membership Brochures
- "Today's Special"
- Response card
- Promotional gift...magnet, jar opener, etc.
- Referral Magnet, electric panel stickers

You can customize the packet to fit the call.

Place all the items in a clear, single plastic file folder, or plastic oversized envelope. The technician should have five packets with him or her each day.



Anatomy of a Service Champion

7 Super Star Strategies:

Step One: Mental End Zone Preparation

1. Prepare prior to arrival.
2. Clear your mind of distractions.
3. expect the homeowner to do business with you.
4. You are an expert authority.
5. You will exceed the clients' expectations.

Step Two: Observations

1. Observe the condition of the homes.
2. Is the neighborhood clean & neat?
3. Do neighbors have pride of ownership?
4. The unique characteristics of the home.
5. Make a mental note of Improvements and vehicle preference.



Step Three: Positive Vehicle Placement

1. Where should you park?

Park vehicle on the Street in front of the clients home.

Why: The client can clearly view your company's logo, and your clean, professional-looking truck helps create the image of professionalism. The vehicle serves as a billboard advertisement for surrounding homes on each side of the street. Keep back doors closed to serve as a billboard for cars driving down the street.

Exceptions for not parking on the street:

1. Clients home is located a substantial distance from the road.
2. Clients' home is on a major street that would impede safety.
3. If you must park in their driveway always ask the homeowner if your vehicle is acceptable where it is parked.

Step Four: Approach

1. Your approach may make or break your ability to earn the business.
2. People will observe you when you pull up.
3. They are forming an opinion.
4. It is possible to start off in a negative hole and never climb out.
5. Always assume you are being watched.



Application Questions

1. Using the following information, determine the value of the stock.
2. Calculate the value of the stock.
3. Calculate the value of the stock.
4. Calculate the value of the stock.
5. Calculate the value of the stock.
6. Calculate the value of the stock.
7. Calculate the value of the stock.
8. Calculate the value of the stock.

Applying the Program Application

1. The program is designed to help you determine the value of the stock.
 - a. Using the information provided, determine the value of the stock.
 - b. Calculate the value of the stock.
 - c. Calculate the value of the stock.
 - d. Calculate the value of the stock.
 - e. Calculate the value of the stock.
2. The program is designed to help you determine the value of the stock.
3. The program is designed to help you determine the value of the stock.



Chapter 1: Introduction to the Study of Psychology

- 1. Psychology is the scientific study of behavior and the mind.

The scientific method is a process of discovery that is used to test hypotheses and answer questions about the natural world.

- 1. Observation
- 2. Hypothesis

The scientific method is a process of discovery that is used to test hypotheses and answer questions about the natural world.

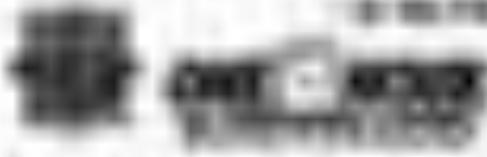
- 1. Hypothesis
- 2. Prediction

The scientific method is a process of discovery that is used to test hypotheses and answer questions about the natural world.

- 1. Prediction
- 2. Experiment

The scientific method is a process of discovery that is used to test hypotheses and answer questions about the natural world.

- 1. Experiment
- 2. Analysis
- 3. Conclusion



Step Six: Notification of Arrival and Greeting

1. We must establish trust and rapport with clients.
2. You never get a second chance to make a good first impression.
3. First impressions are usually formed in 16 seconds of visualization and 2 minutes in conversation.
4. Positive first impressions allow clients to quickly trust and like you.
5. Most people won't do business with people they don't trust and like.

Put the odds of forming a positive first impression in your favor by following these steps:

1. Knock on the door frame.
2. Step back.
3. Turn ~~on~~ ^{to} an angel angle.
4. Do not look directly at the door.
5. Follow the steps listed under Reconnaissance First Impression Image Builder.
6. Wear ID badge in a visible location.



How to Use This Book

- 1. Read the Introduction
- 2. Read the Preface
- 3. Read the Acknowledgments
- 4. Read the Table of Contents

This book is designed to help you understand the concepts and principles of the subject. It is written in a simple and easy-to-understand language. The book is divided into chapters and sections. Each chapter and section contains a clear and concise explanation of the topic. The book is written for students who are studying the subject for the first time. It is also suitable for students who are looking for a refresher course. The book is written in a way that is easy to read and understand. It is written in a simple and easy-to-understand language. The book is divided into chapters and sections. Each chapter and section contains a clear and concise explanation of the topic. The book is written for students who are studying the subject for the first time. It is also suitable for students who are looking for a refresher course.

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- 1. Read the Introduction
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- 3. Read the Acknowledgments
- 4. Read the Table of Contents
- 5. Read the Chapter 1
- 6. Read the Chapter 2
- 7. Read the Chapter 3
- 8. Read the Chapter 4
- 9. Read the Chapter 5

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B. Develop a First Name Basis

1. People like hearing their own name.
2. By establishing a first name basis with the homeowner you have started the process of establishing yourself as a friend.
3. Ask for permission to use their first name.

C. Develop Concern for their Home by wearing Floor Savers and Asking Permission to Park.

1. Nothing you will ever say communicates you will care for their home like putting on floor savers.
2. This procedure helps convey that you are a dedicated and dependable employee.
3. You can be trusted.
4. Ask if you parked your vehicle in a safe and convenient place?

D. Provide a Sincere Compliment

1. A person's home is usually their largest investment.
2. The pride of ownership is very powerful.
3. Most people are flattered by sincere compliments.
4. Compliments increase likeability status.

F Family

O Occupation

R recreation

M material possessions or his



B. Working with the text

1. Read the text and underline the main ideas.
The text is about the importance of...
The first part of the text discusses...
The second part of the text discusses...
The third part of the text discusses...
2. Write a short summary of the text.
The text discusses the importance of...
It mentions that...
It also mentions that...
3. Write a short paragraph about the text.
The text is about the importance of...
It discusses the importance of...
It also discusses the importance of...

C. Working with the text

1. Read the text and underline the main ideas.
The text is about the importance of...
The first part of the text discusses...
The second part of the text discusses...
The third part of the text discusses...
2. Write a short summary of the text.
The text discusses the importance of...
It mentions that...
It also mentions that...
3. Write a short paragraph about the text.
The text is about the importance of...
It discusses the importance of...
It also discusses the importance of...



Questions in the Document

There are a number of questions that you need to ask about the...
document and its contents.

What is the purpose of the document?

Who is the author?

What is the date of the document?

What is the context of the document?

What is the main message of the document?

What are the key points of the document?

What are the implications of the document?

Memorandum

To: [Illegible]
From: [Illegible]
Subject: [Illegible]

[Illegible text]

The 10 Steps to Managing a Large Training for Experts Program

When you start from the start

1. Define the program's purpose and objectives
2. Identify the target audience and their needs

Next Steps

3. Develop a detailed curriculum and content
4. Select the right instructors and facilitators
5. Choose the appropriate training methods and materials
6. Implement the program and monitor progress

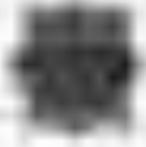
Remember, the key to a successful program is to focus on the needs of the participants and to provide a high-quality, engaging learning experience.

Additional Resources

For more information on this program, please contact us at info@barnaby.com.

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- [Learn more about our training programs](#)
- [Contact us for a free consultation](#)
- [View our testimonials](#)
- [Follow us on LinkedIn](#)



BARNABY
LEARNING

1. The first step in the process of creating a business plan is to determine the purpose of the plan.

- a. This document can be used to help secure financing from banks.
- b. It can be used to help you determine the best way to manage your business.
- c. It can be used to help you determine the best way to market your business.
- d. It can be used to help you determine the best way to operate your business.

Step 2: Market Research

- a. It is important to know the size of the market you are entering.
- b. It is important to know the needs and wants of your target market.
- c. It is important to know the strengths and weaknesses of your competitors.
- d. It is important to know the trends in your industry.

Step 3: Financial Projections

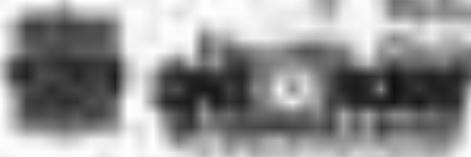
- a. You should project your sales and expenses for the first year.
- b. You should project your sales and expenses for the first three years.
- c. You should project your sales and expenses for the first five years.
- d. You should project your sales and expenses for the first ten years.

Step 4: Write a Business Plan

- a. The business plan should be written in a clear and concise manner.
- b. The business plan should be written in a professional and polished manner.
- c. The business plan should be written in a way that is easy to read and understand.
- d. The business plan should be written in a way that is easy to update and revise.

Step 5: Implement Your Plan

- a. You should monitor your progress and make adjustments as needed.
- b. You should evaluate your performance regularly.
- c. You should seek feedback from your customers and employees.
- d. You should be prepared to change your plan if necessary.



1. The following information was obtained from the
books of account of the company for the year ended
31st December 2018.

Task 1: Profit Statement

1. Sales Revenue: 100,000
2. Cost of Sales: 60,000
3. Gross Profit: 40,000
4. Selling Expenses: 5,000
5. Administrative Expenses: 10,000
6. Depreciation: 2,000
7. Interest on Loan: 1,000
8. Income Tax: 2,000

Task 2: Balance Sheet

Task 3: Cash Flow Statement

1. Opening Cash Balance: 10,000
2. Sales: 100,000
3. Purchases: 60,000
4. Selling Expenses: 5,000
5. Administrative Expenses: 10,000
6. Depreciation: 2,000
7. Interest on Loan: 1,000
8. Income Tax: 2,000
9. Closing Cash Balance: 17,000

Task 4: Statement of Financial Position

Task 5: Statement of Financial Position

1. Opening Statement of Financial Position: 10,000
2. Closing Statement of Financial Position: 17,000

Task 6: Statement of Financial Position

1. Opening Statement of Financial Position: 10,000
2. Closing Statement of Financial Position: 17,000



- 1. The first step is to identify the problem or opportunity.
- 2. The second step is to analyze the situation and determine the best course of action.

The Steps to Making Success for the Service Department (Replacement Department)

1.1. The first step is to identify the problem or opportunity.

- 1.1.1. Identify the problem or opportunity.
- 1.1.2. Analyze the situation.

The first step is to identify the problem or opportunity. This is the most important step because it determines the direction of the entire process.

1.2. The second step is to analyze the situation.

1.2.1. Analyze the situation.

- 1.2.1.1. Identify the problem or opportunity.
- 1.2.1.2. Analyze the situation.
- 1.2.1.3. Determine the best course of action.
- 1.2.1.4. Implement the solution.
- 1.2.1.5. Evaluate the results.

The second step is to analyze the situation. This involves gathering information and identifying the root cause of the problem or opportunity.



Step 1: The Initial Meeting

- 1. Establish the initial meeting agenda
- 2. Review the agenda with the client and the team
- 3. Discuss the agenda with the client and the team

Step 2: The Proposed Process

The proposed process is a series of steps that will be taken to achieve the project objectives. The steps are as follows:

- 1. Define the project objectives
- 2. Identify the project stakeholders
- 3. Develop the project plan
 - 3.1. Identify the project tasks
 - 3.2. Estimate the project duration
 - 3.3. Determine the project resources
- 4. Implement the project
 - 4.1. Monitor the project progress
 - 4.2. Report the project status
 - 4.3. Adjust the project plan
- 5. Evaluate the project
 - 5.1. Measure the project performance
 - 5.2. Compare the project results with the objectives
 - 5.3. Identify the project lessons learned

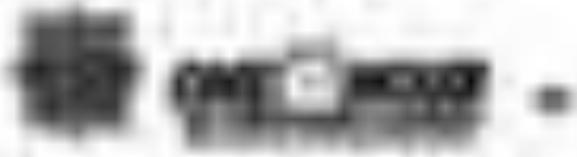


Reference the 10 steps on the left side of the page & understand the meaning of each of the 10 steps in the context of the page.



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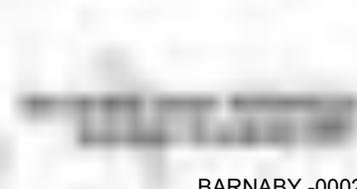
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Step 1: Administrative finding and recommendations

Administrative finding is the first step in the disciplinary process. It is a finding of fact, not a finding of law. It is a finding of fact that the employee has committed a disciplinary offense. The finding is based on the evidence presented at the hearing. The finding is not a recommendation. It is a finding of fact that the employee has committed a disciplinary offense.

Step 2: Review of the administrative finding

1. Review the administrative finding.
2. Review the administrative finding to determine if it is correct.
3. Review the administrative finding to determine if it is appropriate.

Step 3: Review of the administrative finding

Step 3: Review of the administrative finding

Step 3: Review of the administrative finding

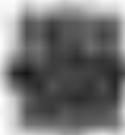
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Step 4: Review of the administrative finding

Administrative finding is the first step in the disciplinary process. It is a finding of fact, not a finding of law. It is a finding of fact that the employee has committed a disciplinary offense. The finding is based on the evidence presented at the hearing. The finding is not a recommendation. It is a finding of fact that the employee has committed a disciplinary offense.



Organization Name

Organization Name

What are the different types of...? (The text is too blurry to transcribe accurately.)

Another section of text, possibly describing a process or method. (The text is too blurry to transcribe accurately.)

Section Header

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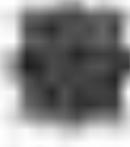
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Management

1. The firm's primary objective is to maximize shareholder wealth. This is achieved by increasing the firm's profitability and reducing its risk. The firm's management should focus on identifying and exploiting profitable investment opportunities while maintaining a strong financial position.
2. The firm's management should also focus on improving operational efficiency and reducing costs. This can be achieved through various means, such as streamlining processes, investing in new technology, and negotiating better terms with suppliers. The firm's management should also focus on maintaining a strong relationship with its customers and employees.

The firm's management should also focus on maintaining a strong relationship with its customers and employees. This can be achieved through various means, such as providing excellent customer service, investing in employee training and development, and creating a positive work environment. The firm's management should also focus on maintaining a strong relationship with its suppliers and creditors.

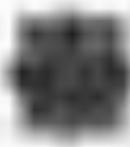
The firm's management should also focus on maintaining a strong relationship with its suppliers and creditors. This can be achieved through various means, such as negotiating better terms with suppliers, providing prompt payment to creditors, and maintaining a strong credit rating. The firm's management should also focus on maintaining a strong relationship with its shareholders.

Financial Management

The firm's financial management should focus on identifying and exploiting profitable investment opportunities while maintaining a strong financial position. This can be achieved through various means, such as issuing new equity, issuing new debt, and repurchasing shares.

The firm's financial management should also focus on improving operational efficiency and reducing costs. This can be achieved through various means, such as streamlining processes, investing in new technology, and negotiating better terms with suppliers.

The firm's financial management should also focus on maintaining a strong relationship with its customers and employees. This can be achieved through various means, such as providing excellent customer service, investing in employee training and development, and creating a positive work environment.



Company Name
Address
City, State, ZIP

Step 1: The first step in the design process is to define the problem. This involves identifying the user requirements, constraints, and objectives. It is important to understand the context of the problem and to communicate with the user to ensure that the design meets their needs.

Step 2:

The second step is to generate concepts. This involves brainstorming ideas and exploring different solutions to the problem.

Step 3:

The third step is to develop a detailed design. This involves creating a technical drawing or model of the product. It is important to consider the manufacturing process and to ensure that the design is feasible and can be produced within the budget and time constraints.

The fourth step is to produce the final product. This involves manufacturing the product and testing it to ensure that it meets the user requirements. It is important to document the design process and to communicate the results to the user.

Step 4: Performance Engineering Review

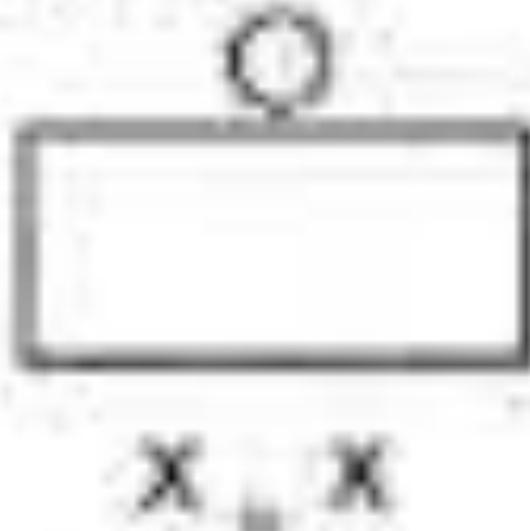
The final step is to conduct a performance engineering review. This involves evaluating the design against the user requirements and identifying areas for improvement. It is important to communicate the results of the review to the user and to make any necessary changes to the design.



Step 1: Take the object and place it on the table.

Place it on the table so the bottom edge is touching the table. Make sure the object is not touching the table at any other points.

Draw a line through the center of the object and the center of the table. This line represents the normal force.



Step 2: Take the object and place it on the table.

Place it on the table so the bottom edge is touching the table. Make sure the object is not touching the table at any other points.

1. The object is touching the table.

2. The object is touching the table at two points. The object is touching the table at two points. The object is touching the table at two points.



Unit 10 - Introduction to Algebra

Learn how to solve problems involving algebraic expressions and equations.

$$x + 2y = 10$$

	Equation	Graph	Intercept
$x + 2y = 10$	$x + 2y = 10$		$(0, 5)$ $(10, 0)$
$2x + y = 10$	$2x + y = 10$		$(0, 10)$ $(5, 0)$



Use the graph to solve the system of equations. The solution is the point where the two lines intersect.



Project - Design of a Bridge

The following information is provided (including your notes and any other data that may be required). You must use this information to design a bridge that will span a river and carry a load of 100 kN. The bridge must be made of steel and must be able to support a load of 100 kN for a period of 10 years. The bridge must be able to support a load of 100 kN for a period of 10 years. The bridge must be able to support a load of 100 kN for a period of 10 years.

Design Requirements

- 1. The bridge must be able to support a load of 100 kN for a period of 10 years.
- 2. The bridge must be made of steel.
- 3. The bridge must be able to support a load of 100 kN for a period of 10 years.

Design Constraints

- 1. The bridge must be able to support a load of 100 kN for a period of 10 years.
- 2. The bridge must be made of steel.
- 3. The bridge must be able to support a load of 100 kN for a period of 10 years.

Design Objectives

- 1. The bridge must be able to support a load of 100 kN for a period of 10 years.
- 2. The bridge must be made of steel.
- 3. The bridge must be able to support a load of 100 kN for a period of 10 years.

Design Variables

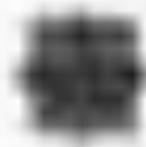
- 1. The bridge must be able to support a load of 100 kN for a period of 10 years.
- 2. The bridge must be made of steel.
- 3. The bridge must be able to support a load of 100 kN for a period of 10 years.

Design Process

- 1. The bridge must be able to support a load of 100 kN for a period of 10 years.
- 2. The bridge must be made of steel.
- 3. The bridge must be able to support a load of 100 kN for a period of 10 years.

Design Results

- 1. The bridge must be able to support a load of 100 kN for a period of 10 years.
- 2. The bridge must be made of steel.
- 3. The bridge must be able to support a load of 100 kN for a period of 10 years.



1. Introduction

The purpose of this report is to provide a comprehensive overview of the project's progress and to identify any potential risks or issues that may arise.

The project has been successfully completed and all objectives have been met.

The project has been completed and all objectives have been met.

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The project has been completed and all objectives have been met.



Administrative Information

This report was prepared by the [Agency Name] on [Date]. It contains information that is confidential and should not be distributed outside the [Agency Name].

The information in this report is for your information only. It is not intended to be used for any other purpose.

Executive Summary

Background

Objectives

Methodology

Results and Discussion

Fig 1 - [Description]

100%

Fig 2 - [Description]

50%

Fig 3 - [Description]

200%

Fig 4 - [Description]

150%

Fig 5 - [Description]

75%

Fig 6 - [Description]

120%

Table 1 - [Description]

100%



Step 10 - Write your story

- This is when you lay the details of your story out. The more you know about your subject, the better your story will be. The more you know about your subject, the better your story will be.

My purpose for being here with you



My purpose for being here with you is to provide you with the best possible experience. I am here to help you achieve your goals and to ensure that you are satisfied with the results. I will be working closely with you to understand your needs and to provide you with the most effective solutions. I will be using my expertise and experience to help you achieve your goals and to ensure that you are satisfied with the results. I will be working closely with you to understand your needs and to provide you with the most effective solutions.

Ways to reduce the risk of a heart attack

There are several things you can do to reduce the risk of a heart attack:

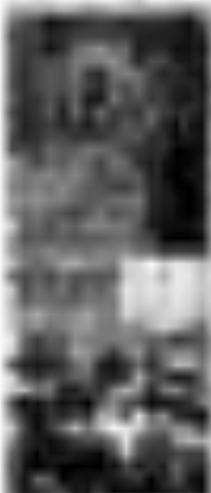
1. **Stop smoking** - This is the most important thing you can do to reduce the risk of a heart attack.
2. **Exercise regularly** - Aim for at least 30 minutes of moderate exercise most days.
3. **Eat a healthy diet** - Focus on fruits, vegetables, whole grains, and lean proteins.

Ways to reduce the risk of a stroke

1. **Control your blood pressure** - High blood pressure is a major risk factor for stroke.
2. **Control your cholesterol** - High cholesterol can lead to plaque buildup in your arteries.
3. **Control your diabetes** - Diabetes can damage your blood vessels and increase the risk of stroke.
4. **Control your weight** - Being overweight or obese increases the risk of stroke.

Ways to reduce the risk of a heart attack and stroke

There are several things you can do to reduce the risk of a heart attack and stroke:



1. Stop smoking
This is the most important thing you can do to reduce the risk of a heart attack and stroke. Smoking damages your blood vessels and increases the risk of blood clots.

2. Exercise regularly
Aim for at least 30 minutes of moderate exercise most days. This can help lower your blood pressure, cholesterol, and weight.

3. Eat a healthy diet
Focus on fruits, vegetables, whole grains, and lean proteins. Avoid saturated fats, trans fats, and sodium.



4. Control your blood pressure
High blood pressure is a major risk factor for stroke. Your doctor can help you control your blood pressure with medication and lifestyle changes.

5. Control your cholesterol
High cholesterol can lead to plaque buildup in your arteries. Your doctor can help you control your cholesterol with medication and lifestyle changes.

6. Control your diabetes
Diabetes can damage your blood vessels and increase the risk of stroke. Your doctor can help you control your diabetes with medication and lifestyle changes.

For more information on how to reduce the risk of a heart attack and stroke, visit www.heart.org



www.heart.org

Page 17: [Illegible]

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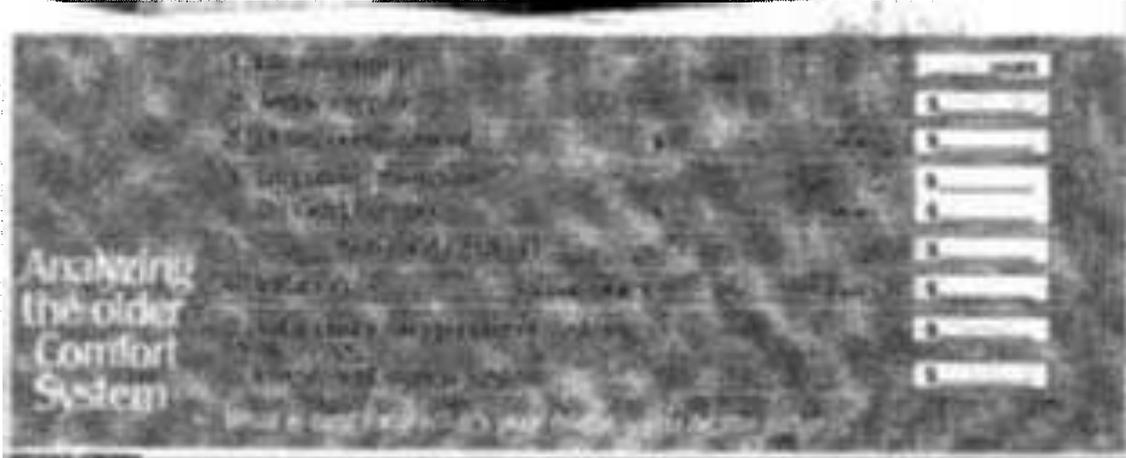
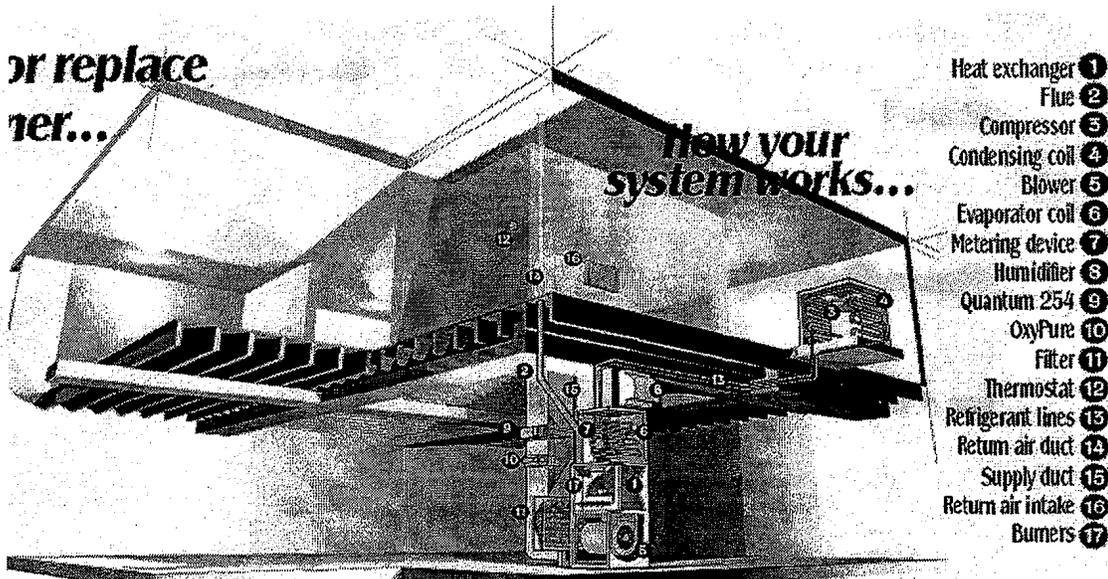


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Step 16 – System Install

Here he go over how the system works one more time and how it's going to make them very happy. Stress that it works as a complete system, and that just replacing bits and pieces will not take care of their needs.

Remember, you are selling on the fact that you are a technician. So, use that to your advantage.



ONE HOUR
AIR CONDITIONING & HEATING®
Always On Time...Or You Don't Pay A Dime!™

Section 1 - Introduction

This document provides information on the proposed project. It is intended to provide a general overview of the project and its objectives. The information provided is for informational purposes only and does not constitute an offer or a solicitation of any kind. The project is subject to change without notice.

1. The project is a multi-phase project that will be completed over a period of 12 months. The project will be managed by a project manager who will be responsible for the overall coordination and execution of the project.
2. The project is a multi-phase project that will be completed over a period of 12 months. The project will be managed by a project manager who will be responsible for the overall coordination and execution of the project.
3. The project is a multi-phase project that will be completed over a period of 12 months. The project will be managed by a project manager who will be responsible for the overall coordination and execution of the project.
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5. The project is a multi-phase project that will be completed over a period of 12 months. The project will be managed by a project manager who will be responsible for the overall coordination and execution of the project.
6. The project is a multi-phase project that will be completed over a period of 12 months. The project will be managed by a project manager who will be responsible for the overall coordination and execution of the project.
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For more information, please contact the project manager at [contact information].



Market Overview

The market is characterized by a steady upward trend in the price of oil, which has led to a significant increase in the demand for oil products. This has resulted in a sharp rise in the price of oil, which has led to a significant increase in the demand for oil products.

Key Market Indicators

The key market indicators include the price of oil, the demand for oil products, and the supply of oil products. The price of oil has risen sharply, while the demand for oil products has also increased significantly. The supply of oil products has remained relatively stable, but the price of oil has risen sharply.

Market Outlook

The market outlook is positive, with a strong demand for oil products and a steady upward trend in the price of oil. This is expected to continue in the near future, leading to a significant increase in the demand for oil products.

Market Risks

The market risks include a sharp decline in the price of oil, a decrease in the demand for oil products, and a significant increase in the supply of oil products. These risks could lead to a significant decrease in the price of oil and a decrease in the demand for oil products.

Market Opportunities

The market opportunities include a strong demand for oil products, a steady upward trend in the price of oil, and a significant increase in the demand for oil products. These opportunities could lead to a significant increase in the price of oil and a significant increase in the demand for oil products.

Market Recommendations

The market recommendations include a strong demand for oil products, a steady upward trend in the price of oil, and a significant increase in the demand for oil products. These recommendations could lead to a significant increase in the price of oil and a significant increase in the demand for oil products.

Market Summary

The market summary includes a strong demand for oil products, a steady upward trend in the price of oil, and a significant increase in the demand for oil products. This is expected to continue in the near future, leading to a significant increase in the price of oil and a significant increase in the demand for oil products.



Page 10 of 10

There are some very important considerations that you should take into account when you are considering the use of a computer system. It is important to ensure that the system is secure and that the data is protected. This means that you should ensure that the system is protected from unauthorized access and that the data is protected from unauthorized disclosure.

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1. The first step in the process of creating a business plan is to determine the mission and vision of the organization. This involves defining the organization's purpose and its long-term goals.

2. The second step is to conduct a market analysis. This involves researching the industry and the target market to understand the competitive landscape and identify opportunities.

3. The third step is to develop a marketing strategy. This involves determining the most effective ways to reach the target market and promote the organization's products or services.

4. The fourth step is to create a financial plan. This involves estimating the organization's costs and revenues and determining the most effective ways to raise capital.

5. The fifth step is to write the business plan. This involves putting all of the information gathered in the previous steps into a clear and concise document that can be used to guide the organization's operations.

6. The sixth step is to review and revise the business plan. This involves seeking feedback from others and making changes as needed to improve the plan's quality.

7. The seventh step is to implement the business plan. This involves putting the plan into action and monitoring the organization's progress.

8. The eighth step is to evaluate the business plan. This involves assessing the plan's effectiveness and making adjustments as needed.

9. The ninth step is to update the business plan. This involves reviewing the plan regularly and making changes as needed to reflect changes in the organization's environment.

10. The tenth step is to conclude the business plan. This involves summarizing the key findings and recommendations of the plan.

11. The eleventh step is to distribute the business plan. This involves sharing the plan with the organization's stakeholders and using it to guide decision-making.

12. The twelfth step is to monitor the business plan. This involves tracking the organization's performance against the plan's objectives and making adjustments as needed.

- 1. A business plan is a document that outlines the organization's mission, vision, and goals.
- 2. A business plan is a document that provides a detailed description of the organization's products and services.
- 3. A business plan is a document that provides a detailed description of the organization's marketing strategy.
- 4. A business plan is a document that provides a detailed description of the organization's financial plan.
- 5. A business plan is a document that provides a detailed description of the organization's operations.
- 6. A business plan is a document that provides a detailed description of the organization's management team.
- 7. A business plan is a document that provides a detailed description of the organization's risk management strategy.
- 8. A business plan is a document that provides a detailed description of the organization's legal and regulatory compliance strategy.
- 9. A business plan is a document that provides a detailed description of the organization's human resources strategy.
- 10. A business plan is a document that provides a detailed description of the organization's information technology strategy.
- 11. A business plan is a document that provides a detailed description of the organization's environmental and social responsibility strategy.
- 12. A business plan is a document that provides a detailed description of the organization's overall business strategy.



Section 1: Identification

Case Name:

Case Number:

Date:

Time:



Department of Justice
Office of the Inspector General

What are your usual symptoms?

- 1. Fatigue for 3 weeks - increased in the afternoon
- 2. Weight loss 10 lbs in 3 months
- 3. Decreased appetite for the past 3 months
- 4. Increased thirst for the past 3 months
- 5. Increased urination for the past 3 months

What are your past medical history?

- 1. Diabetes Mellitus 10 years
- 2. High blood pressure 15 years
- 3. Cholesterol 10 years
- 4. Heart disease 5 years
- 5. Stroke 3 years
- 6. Depression 10 years
- 7. Alcohol abuse 10 years
- 8. Smoking 20 years
- 9. Family history Diabetes Mellitus



Supervised release administration team

- 1. **Supervised release** - when you have a conviction that is eligible for release
- 2. **Supervised release** - when you have a conviction that is eligible for release
- 3. **Supervised release** - when you have a conviction that is eligible for release

4. **Supervised release** - when you have a conviction that is eligible for release

5. **Supervised release** - when you have a conviction that is eligible for release

6. **Supervised release** - when you have a conviction that is eligible for release

7. **Supervised release** - when you have a conviction that is eligible for release

8. **Supervised release** - when you have a conviction that is eligible for release

9. **Supervised release** - when you have a conviction that is eligible for release



My Monthly Expense Book

1

1. Date

2

2. Description

3

3. Amount

4

4. Category

5

5. Total



11

Introduction

This document is a report on the results of the survey conducted in the area of...

The main purpose of this report is to provide a detailed analysis of the data collected during the survey...

The report is organized into several sections, each dealing with a different aspect of the survey results...

It is important to note that the data presented in this report is based on the information provided by the respondents...

12

The following table shows the distribution of responses for each of the questions asked in the survey...

Conclusion



100
100

QUESTION 1

- a) The first is that the number of...
b) The second is that...
c) The third is that...

The first is that the number of...
The second is that...
The third is that...

100
100

QUESTION 2

The first is that...
The second is that...
The third is that...



Question 1

What is the main purpose of the document?

The main purpose of the document is to provide information about the project and to ensure that all stakeholders are aware of the current status and any changes that may occur. It is intended to be a central point of reference for all project-related matters.

Question 2

What are the key objectives of the project?

Question 3

The project aims to deliver a new product line by the end of the year. The key objectives are to ensure that the product is of high quality, meets customer requirements, and is launched on time. The project team will focus on identifying and resolving any issues that may arise during the development process.

The project will be managed using a structured approach, with regular communication and reporting to all stakeholders. The project team will work closely with the marketing and sales departments to ensure a successful launch.



100

1. Theology of the Bible

The Bible is the Word of God, and it is the foundation of our faith. It is the source of our knowledge of God and His will for us. The Bible is the light that guides us in the dark and the life that gives us hope in the face of death.

The Bible is the Word of God, and it is the foundation of our faith. It is the source of our knowledge of God and His will for us. The Bible is the light that guides us in the dark and the life that gives us hope in the face of death.

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1. The first step in the process of creating a business plan is to determine the purpose of the plan. This is typically done by asking the following questions:

1.1. What are the goals of the business?

1.2. How much capital do you need to start the business?

1.3. How long will it take to start?

1.4. How much will you need to pay for the business?

1.5. How much will you need to pay for the business?

1.6. How much will you need to pay for the business?

1.7. How much will you need to pay for the business?

1.8. How much will you need to pay for the business?

1.9. How much will you need to pay for the business?

1.10. How much will you need to pay for the business?

1.11. How much will you need to pay for the business?

1.12. How much will you need to pay for the business?

1.13. How much will you need to pay for the business?

1.14. How much will you need to pay for the business?

1.15. How much will you need to pay for the business?



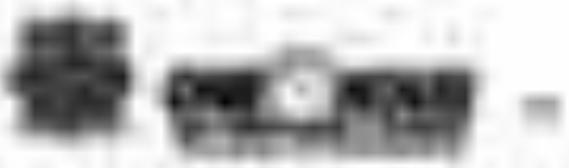
Q: What is the purpose of the...
A: The purpose is to...

Q: How is it achieved?

A: It is achieved through...

Q: What are the key components?

A: The key components are...



Multiple Marketing on the Internet

1. It is possible to create a customized list of e-mail addresses for each of your products or services.
2. You can create a list of e-mail addresses for each of your products or services.

Answer: 1. It is possible to create a customized list of e-mail addresses for each of your products or services.

1. It is possible to create a customized list of e-mail addresses for each of your products or services.
2. You can create a list of e-mail addresses for each of your products or services.
3. You can create a list of e-mail addresses for each of your products or services.
4. You can create a list of e-mail addresses for each of your products or services.

Advertisement

Advertisement text, likely describing a service or product, located at the top of the page.

Advertisement text, likely describing a service or product, located in the upper middle section of the page.

Advertisement text, likely describing a service or product, located in the middle left section of the page.

Nice House

Advertisement text, likely describing a service or product, located in the middle left section of the page.

Advertisement

Advertisement text, likely describing a service or product, located in the middle left section of the page.

Advertisement text, likely describing a service or product, located in the middle right section of the page.

Advertisement

Advertisement text, likely describing a service or product, located in the middle right section of the page.

Advertisement



Advertisement text, likely describing a service or product, located at the bottom right of the page.

Completing the Agreement is the Defining Process

Several characteristics comprise the agreement phase and can be used to describe the process. The agreement will be of the quality necessary to achieve the following:

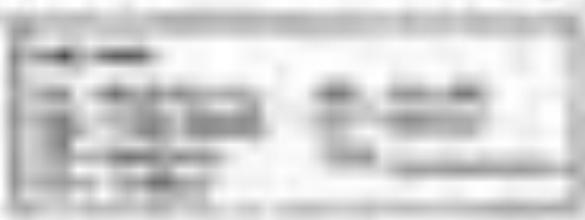
- 1. It is a process of discovery
- 2. It is a process of discovery that is not a process of discovery
- 3. It is a process of discovery that is not a process of discovery
- 4. It is a process of discovery that is not a process of discovery
- 5. It is a process of discovery that is not a process of discovery
- 6. It is a process of discovery that is not a process of discovery
- 7. It is a process of discovery that is not a process of discovery
- 8. It is a process of discovery that is not a process of discovery

Participating in the process is a process of discovery. The process is a process of discovery that is not a process of discovery.



General Information

Name: _____
Address: _____
City: _____



1. [Illegible]	10	10
2. [Illegible]	10	10
3. [Illegible]	10	10
4. [Illegible]	10	10
5. [Illegible]	10	10
6. [Illegible]	10	10
7. [Illegible]	10	10
8. [Illegible]	10	10
9. [Illegible]	10	10
10. [Illegible]	10	10



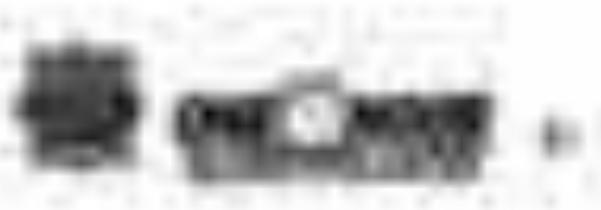
[Illegible text]

Introduction to the Project

This project is designed to help you understand the importance of the project and the role of the project manager. It will also help you to understand the project lifecycle and the role of the project manager in each phase.

Objectives of the Project

1. To understand the project lifecycle and the role of the project manager in each phase.
2. To understand the importance of the project and the role of the project manager.
3. To understand the project lifecycle and the role of the project manager in each phase.
4. To understand the importance of the project and the role of the project manager.
5. To understand the project lifecycle and the role of the project manager in each phase.



Memorable Visit Report

Client Services Representative/Sales lead coordinator:

Mr./Mrs./Ms. _____, this is _____, with <company name>. Our Senior Technician recently visited your home, and I was calling to let you know we appreciate you calling us, and to say thank you for letting us be of service. *(Pause to see if they reply, be conversational.)*

The only way we can serve you better in the future is to ask how we are doing today.

- What one thing did our company do in providing you service that stands out in your mind today?

- Was our response time good?

- Was _____ (Name of Senior Technician) courteous?

- Did _____ (Name of Senior Technician) wear shoe covers and clean up everything after finishing the job?

- Did (Name of Senior Technician) address all of your concerns and answer all of your questions?

Is there anything else you can share with our company, in an effort to improve our service?

Purchased System

By the way, congratulations, on your new home comfort system. You will enjoy many years of comfort. You have made a very wise investment and I know you will be very happy you did. *(Go over benefits of their new system.)*

Did Not Purchase System

By the way, _____, I noticed you haven't chosen our award winning team yet to install your new home comfort system. Are you still planning on replacing your old system? *(Be conversational – they may share with you what you need to know to earn their business.)*

Thank you for your time, have a great day!



White Certificate Report

on behalf of _____ and _____

by _____

of _____

in _____



Key Performance Indicators and Expectations

1. **Customer Satisfaction** - Increase customer satisfaction scores by 10% over the next 12 months.
2. **Revenue Growth** - Increase total revenue by 15% year-over-year.
3. **Operational Efficiency** - Reduce operational costs by 5% through process optimization.
4. **Employee Retention** - Maintain an employee retention rate of 85% or higher.
5. **Market Share** - Increase market share in the core product line by 3%.
6. **Customer Acquisition** - Acquire 50,000 new customers in the next 6 months.
7. **Product Development** - Launch 2 new product lines by the end of the year.
8. **Customer Churn** - Reduce customer churn rate from 5% to 3%.
9. **Brand Awareness** - Increase brand awareness score by 15% through targeted marketing.

The Assessment

Minimum acceptable standards

- All students must pass the assessment



2014-2015 Financial Summary

2014-2015

Item	2014-2015	2013-2014	2012-2013	2011-2012
Operating Expenses	1,234,567	1,123,456	1,012,345	901,234
Capital Expenses	567,890	456,789	345,678	234,567
Depreciation	345,678	334,567	323,456	312,345
Interest	123,456	112,345	101,234	90,123
Income Tax	234,567	223,456	212,345	201,234
Other	100,000	90,000	80,000	70,000
Total	2,266,558	2,110,637	1,952,658	1,799,193

2014-2015 Financial Summary (Continued)

2014-2015

Item	2014-2015	2013-2014	2012-2013	2011-2012
Operating Income	1,034,567	923,456	812,345	701,234
Capital Expenses	(567,890)	(456,789)	(345,678)	(234,567)
Depreciation	345,678	334,567	323,456	312,345
Interest	(123,456)	(112,345)	(101,234)	(90,123)
Income Tax	(234,567)	(223,456)	(212,345)	(201,234)
Other	(100,000)	(90,000)	(80,000)	(70,000)
Total	(132,668)	(131,356)	(103,426)	(183,345)

2014-2015 Financial Summary (Continued)

2014-2015

Item	2014-2015	2013-2014	2012-2013	2011-2012
Operating Income	1,034,567	923,456	812,345	701,234
Capital Expenses	(567,890)	(456,789)	(345,678)	(234,567)
Depreciation	345,678	334,567	323,456	312,345
Interest	(123,456)	(112,345)	(101,234)	(90,123)
Income Tax	(234,567)	(223,456)	(212,345)	(201,234)
Other	(100,000)	(90,000)	(80,000)	(70,000)
Total	(132,668)	(131,356)	(103,426)	(183,345)



Financial Summary

Business Name / Project

Reference No.

Item Name	Qty	Unit Price	Total
1000 kg Cement	1000	100	100000
500 kg Sand	500	50	25000
200 kg Bricks	200	20	4000
100 kg Iron Bars	100	100	10000
500 kg Gravel	500	50	25000
1000 kg Mortar	1000	100	100000
500 kg Paint	500	50	25000
1000 kg Labor	1000	100	100000
500 kg Transport	500	50	25000
1000 kg Other	1000	100	100000

Grand Total / Summary

Category	Quantity	Unit Price	Total
1000 kg Cement	1000	100	100000
500 kg Sand	500	50	25000
200 kg Bricks	200	20	4000
100 kg Iron Bars	100	100	10000
500 kg Gravel	500	50	25000
1000 kg Mortar	1000	100	100000
500 kg Paint	500	50	25000
1000 kg Labor	1000	100	100000
500 kg Transport	500	50	25000
1000 kg Other	1000	100	100000



Page 1 of 1

All new orders placed on			1/1/2020
to	from	order	total
1/1/2020	1/1/2020	10000	10000
1/1/2020	1/1/2020	10000	10000
1/1/2020	1/1/2020	10000	10000
1/1/2020	1/1/2020	10000	10000
1/1/2020	1/1/2020	10000	10000
1/1/2020	1/1/2020	10000	10000
1/1/2020	1/1/2020	10000	10000
1/1/2020	1/1/2020	10000	10000
1/1/2020	1/1/2020	10000	10000

Training Performance

Overall Summary

The training program has been successful in providing the necessary skills and knowledge to the participants. The results of the training have been positive, with a significant increase in the participants' performance. The training has also helped to improve the participants' understanding of the company's policies and procedures.



BARNABY -000329

Section 100

Section 100 of the Act provides for the appointment of a person to the office of the Registrar of Companies. The Registrar shall be appointed by the Government and shall hold office for such term as may be determined by the Government.

The Registrar shall be a person of high character and standing in the community and shall be qualified to discharge the duties of the office.

The Registrar shall be appointed by the Government and shall hold office for such term as may be determined by the Government.

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The Registrar shall be a person of high character and standing in the community and shall be qualified to discharge the duties of the office.

- (a) the Registrar shall be a person of high character and standing in the community and shall be qualified to discharge the duties of the office.
- (b) the Registrar shall be appointed by the Government and shall hold office for such term as may be determined by the Government.

The Registrar shall be a person of high character and standing in the community and shall be qualified to discharge the duties of the office.

- (c) the Registrar shall be appointed by the Government and shall hold office for such term as may be determined by the Government.
- (d) the Registrar shall be a person of high character and standing in the community and shall be qualified to discharge the duties of the office.





95

Example Goal Board Lead Generation

January	M-T-D	W-T-D	Monday	Tuesday	Wednesday	Thursday	Friday	Total
			1-Jan	2-Jan	3-Jan	4-Jan	5-Jan	
Sam Goal								
Sam Actual								
Sam + --								
David Goal								
David Actual								
David + --								
Mike Goal								
Mike Actual								
Mike + --								
Terry Goal								
Terry Actual								
Terry + --								
Team Goal								
Team Actual								
Team + --								

Goal Use Black Pen
 Actual Use Blue Pen
 + -- Use Red or Green Pen

To set up the board, use a dry-erase board, or you can buy Masonite or tile board from a hardware store or office supply store, etc. It is typically 1/4 inch thick and 4ft. By 8ft., white board. You can hang it and then frame around it using white window frames. Then to make the black lines, use auto pin-stripping tape.

Copyright

Family and Friends

How long does family and friends

- A. How long does your _____ last week
on average? This will be free.
- B. How long does _____
- C. How long does your _____
last week on average? This will be free.

The goal is to help you understand your family and friends and how they
relate to you. It is not intended to be a test or a challenge.

How long does family and friends

How long does your family and friends last week on average? This will be free.

How long does your family and friends last week on average? This will be free.

How long does family and friends

How long does your family and friends last week on average? This will be free.

How long does your family and friends last week on average? This will be free.



Page 11

(a)

The

... ..

... ..

... ..

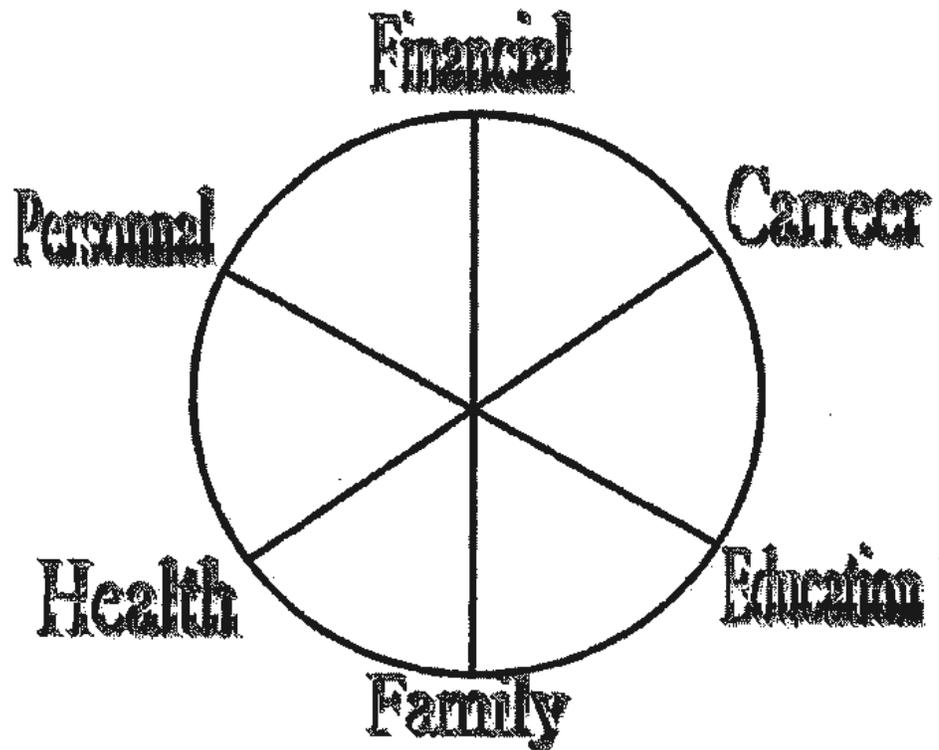
THE UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS 60637
TEL: 773-936-3300
WWW.CHICAGO.EDU

CHICAGO, ILLINOIS 60637
TEL: 773-936-3300
WWW.CHICAGO.EDU

Wheel of Life

Purpose

Create an understanding of why life balance is important.



Parent Article

Name: _____



Learning Goals

Learning Objectives

- 1
- 2
- 3
- 4
- 5

Students will be able to identify and describe the components of a system. They will also be able to explain the relationship between the components and the system as a whole. This includes understanding the flow of information and the role of each component in the system.

Assessment

Students will be assessed on their ability to identify and describe the components of a system. They will also be assessed on their ability to explain the relationship between the components and the system as a whole. This includes understanding the flow of information and the role of each component in the system.

International Business & International Marketing Department

A. International Business

- 1. The Foreign Exchange System
- 2. The International Trade Theory
- 3. International Trade Policy

B. International Marketing Strategy

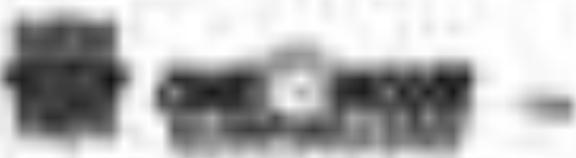
- 1. Marketing Plan of International Business
- 2. Marketing Plan of International Business and International Trade Policy
- 3. Marketing Plan of International Business

C. International Business

- 1. International Business and International Marketing
- 2. International Business and International Marketing
- 3. International Business and International Marketing
- 4. International Business and International Marketing
- 5. International Business and International Marketing

D. International Business

- 1. International Business and International Marketing
- 2. International Business and International Marketing
- 3. International Business and International Marketing





UNIT 3: THE HISTORY OF THE UNITED STATES

The United States is a country with a rich and diverse history. It is a country that has been shaped by the experiences of many different people and cultures. The history of the United States is a story of growth, change, and progress.

The United States was founded in 1776. It was a time of great struggle and sacrifice. The American Revolution was a fight for independence from Great Britain. It was a fight for the right to self-governance and for the rights of all people.

The United States has a long and proud history of freedom and democracy. It is a country that has been a source of inspiration and hope for people all over the world.

The United States is a country that has made many contributions to the world. It has been a leader in the fields of science, technology, and the arts. It has also been a champion of human rights and social justice.

The United States is a country that is always changing and growing. It is a country that is full of opportunity and potential. It is a country that is worth being proud of.

The United States is a country that has a bright future. It is a country that is full of hope and possibility. It is a country that is worth being proud of.

The United States is a country that has a rich and diverse culture. It is a country that is full of different people and traditions. It is a country that is worth being proud of.

The United States is a country that has a long and proud history. It is a country that has been a source of inspiration and hope for people all over the world.

The United States is a country that is always changing and growing. It is a country that is full of opportunity and potential. It is a country that is worth being proud of.



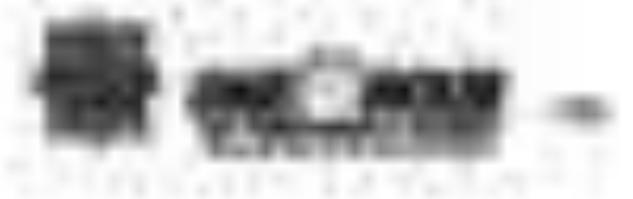


ACE is proud to sponsor the ACE Foundation, a 501(c)(3) non-profit organization that provides financial assistance to students in need. The ACE Foundation is a part of the ACE family of organizations, which are committed to providing support and resources to students in need.

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ACE Foundation
1234 Main Street
City, State, ZIP

Quality Technical Training

Quality technical training is essential for the success of any organization. It ensures that employees have the skills and knowledge needed to perform their jobs effectively. This training can be provided through various methods, including classroom instruction, on-the-job training, and e-learning. Quality technical training is a key factor in improving productivity, reducing errors, and increasing customer satisfaction.

Employee Technical Training

Employee technical training is a critical component of a company's human capital strategy. It helps to develop the skills and knowledge of employees, which is essential for the company's long-term success. This training can be provided through various methods, including classroom instruction, on-the-job training, and e-learning. Employee technical training is a key factor in improving productivity, reducing errors, and increasing customer satisfaction.

Business Connections



Business connections are essential for the success of any organization. They provide a platform for collaboration, innovation, and growth. This can be achieved through various methods, including networking events, industry conferences, and online platforms. Business connections are a key factor in improving productivity, reducing errors, and increasing customer satisfaction.



Section 100

The following information is provided for the purpose of providing
information to the public in accordance with the provisions of the
Access to Information Act. The information is provided in accordance
with the provisions of the Access to Information Act and the
Privacy Act.

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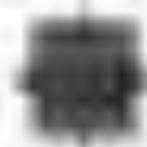
[The main body of the document contains approximately 25 lines of text that are extremely faint and illegible due to low contrast and blurring. The text appears to be a list or series of entries.]

Handwritten title or header text

Handwritten paragraph 1

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IN RE: [illegible]

[illegible text]

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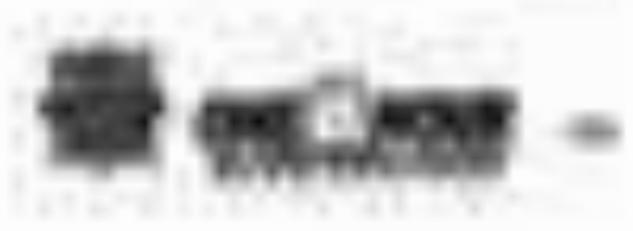
[illegible text]

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DATE	DESCRIPTION	AMOUNT	BALANCE
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Table with multiple columns and rows, content is illegible due to blurring.

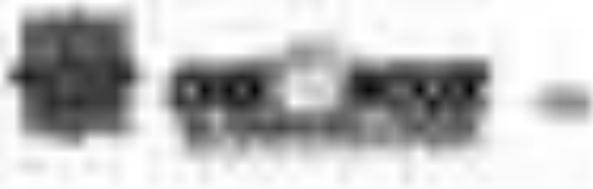


Year	Income	Expenses	Balance
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Section 1: Introduction

The following text is a placeholder for the main body of the document. It contains several paragraphs of text that are currently illegible due to the low resolution of the scan. The text appears to be organized into several distinct sections, possibly separated by sub-headers or bullet points, but the specific content cannot be discerned.



1. [Illegible text]

2. [Illegible text]

3. [Illegible text]

4. [Illegible text]

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6. [Illegible text]

7. [Illegible text]

8. [Illegible text]

9. [Illegible text]

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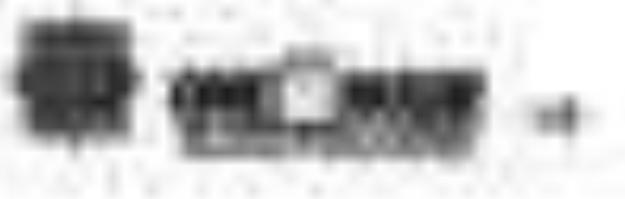
46. [Illegible text]

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50. [Illegible text]



CONFIDENTIAL - SECURITY INFORMATION

[The following text is extremely faint and illegible due to low contrast and blurring. It appears to be a multi-paragraph document.]



MEMORANDUM FOR THE RECORD

[The body of the memorandum contains approximately 30 lines of text that are completely illegible due to extreme blurring. The text appears to be a standard memorandum format with a header, a main body, and a footer area.]



Handwritten notes on lined paper, mostly illegible due to blurring. The text appears to be organized into paragraphs or sections, with some lines starting with capital letters. The handwriting is cursive and somewhat slanted.

Vertical handwritten text on the right margin, possibly a date or page number, including the number "14".



SECRET **CONFIDENTIAL**

[The following text is extremely faint and illegible, appearing to be a list or table of contents.]



CONFIDENTIAL

[The main body of the document contains approximately 30 lines of text that are completely illegible due to extreme blurring. The text appears to be a continuous block of information, possibly a list or a series of entries.]



MEMORANDUM FOR THE RECORD

[The body of the memorandum contains approximately 25 lines of text that are extremely faint and illegible due to the quality of the scan. The text appears to be a standard memorandum format with a header, a main body, and a closing section.]



[The main body of the document contains approximately 30 lines of text that are completely illegible due to extreme blurring. The text appears to be a list or a series of entries, but no specific details can be discerned.]



[Illegible text located in the bottom right corner, possibly a footer or a small note.]



Case No. _____ Date _____

Plaintiff _____
vs.
Defendant _____



EXHIBIT 12



THE ON-TIME TECHNICIAN

IS YOUR REPLACEMENT MACHINE LIMPING BY? THEN KICK IN YOUR TURBO BOOSTED, AFTER BURNERS!

Too many companies try to grow 100% of their replacement business through marketing strictly for the lead.

Do you realize that this is a costly mistake? You have the greatest lead engine on the planet right now!

The basic opportunities that your people are missing are hurting your overall business! Are they not bringing in the right average ticket, or are they failing to produce club membership agreements? Worst of all, are they not setting the all important replacement lead? The On-Time Technician development course is designed to address 3 success killers in your business:

1. Low average tickets. Low average tickets are a great indicator that your clients don't like your technicians, or that your technicians are scared to ask for the order. This means limited repeat business.
2. Virtually no comfort club memberships. The long term success of any company is decided by the clients you keep. If you are not locking in a minimum of 25% of the clients you visit, then you are giving away your future replacements.
3. Missing obvious opportunities. Too many techs look right past the thousands of dollars staring them in the face.

THIS IS HOW WE WILL MAKE YOU \$\$\$ MONEY \$\$\$



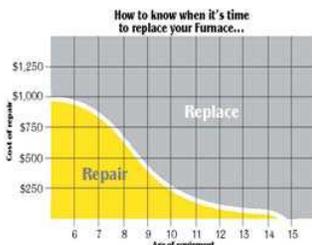
StraightForward Pricing

Your people will learn how to price your services and get the homeowners to say, "yes!" No more confusion, and no more irritated clients.



COMFORT CLUB Memberships

Lock your clients in for life. Never have them call another HVAC company ever again!



Get the Replacement Lead, not just the Repair

Learning how to set a qualified lead for replacement is one of the most important skill sets your technician can own. This can be the difference in success or failure for your company. They will be a kung fu master of lead setting.

Dates: 01/21-23/08—St Louis
02/13-15/08—Las Vegas

Time: 8:00—5:00, 3:00 day 3

800-771-0107—phone
314-657-4516—fax

Write to any of the following:
Cmarable or Jhughes @
yoursuccessacademy.com

[Sign Up Now](#)



THE ON-TIME TECHNICIAN

Location Details—St Louis

Drury Plaza Hotel
4th Market Street
St Louis, MO 63102

Success Academy students receive special rates!

To register go to:
FranConnect or visit

www.yoursuccessacademy.com

THIS CLASS IS FRANCHISE APPROVED AND TUITION FREE!

Questions or comments? E-mail us at jhughes@yoursuccessacademy.com or call 1-800-771-0107

OHAC-OTT-001

BARNABY-000012



7777 Bonhomme Ave
Suite 1800
Clayton, MO. 63105
800-771-0107
Fax: 314-657-4516

The On-Time Technician

For office use only
Rec'd: _____
Goldmine: _____
Confirmed: _____
MKTG Code: _____
SA Rep: _____

Registration Information (Please fill out completely.)

Company: _____
 Contact: _____
 Address: _____
 City, ST, Zip: _____
 Phone: _____
 Fax: _____
 E-mail: _____

Attendees (Please indicate 1st time or returning)

1. _____	1 st time or returning
2. _____	1 st time or returning
3. _____	1 st time or returning
4. _____	1 st time or returning
5. _____	1 st time or returning
6. _____	1 st time or returning
7. _____	1 st time or returning

<input type="checkbox"/> Jan. 21-23	<input type="checkbox"/> Feb. 13-15	<input type="checkbox"/> Mar. 25-27	<input type="checkbox"/> May12-14	<input type="checkbox"/> June 2-4	<input type="checkbox"/> Aug.4-6
St. Louis	Las Vegas	St. Louis	St. Louis	Las Vegas	Toronto
<input type="checkbox"/> Sept. 8-10 – St. Louis	<input type="checkbox"/> Nov. 10-12 – Las Vegas				

Tuition: \$416.00 Returning: \$138.00 DPTP Member: Yes or No

Investment Options (please choose one)

1. Checking Account (US ONLY) Bank Name: _____
 ABA Routing # _____ Account # _____

2. Charge My Credit Card
 Card # _____ Expiration Date: _____
 Circle One Visa Master Card Amer. Ex.
 Name on Card: (print) _____ Affiliation (circle one below)

3. Class Credit (if available – Valid for 120 days ONLY)
 Amount \$ _____ AT500 PSI ESI RSI
 Total Amount to Be Processed: \$ _____ OHAC BEN MS

Hotel Requirements: * St. Louis - The Drury Plaza Hotel, 4th & Market, St Louis, MO, 63102. Reservations may be made by calling **1-800-DRURYINN or 1-314-231-3003**. To ensure the preferred room rate, be sure to advise the hotel that you are attending a Success Academy class, the name of the class and the date you will be arriving. **Reservations must be made at least 10 days prior to the start of the class.** Reservations less than 10 days from the start of class will be subject to availability and the regular hotel room rate. ****Las Vegas** – Hotel of your choice. Classes will be held at Quality's One Hour, 2951 Westwood Dr., Las Vegas, NV 89109 – 1-702-731-1617. *****Canada** – Monte Carlo Inn – Vaughan Suites, 705 Applewood Cres, Vaughan, Ontario L4K 5W8, Canada – 1-905-761-7170. Class will be at SGI Canada, 665 Millway Ave, Unit 25, Concord ON Canada L4K 3T8 – 1-905-760-7887.

Tuition Requirements: All tuition must be paid in full prior to the first day of class. Confirmations will be sent via e-mail immediately after a registration has been processed on the Success Academy Website. Success Academy is not responsible for hotel or travel reservations made prior to receiving confirmation of class registration.

Cancellation Requirements for All SGI Members and Franchise Success Academy Students: Cancellations made **30+ days prior to the first day of any class will receive a full refund.** Cancellations that occur **8 – 29 days prior to the first day of any class will receive a class credit less \$100 cancellation fee for first time and returning students.** Cancellations made **7 days or less prior to the first day of any class will receive a class credit less \$400.00 cancellation fee for first time students, returning students forfeit their tuition and receive no class credit.** Cancellations **must be done** via website or in writing and faxed to **ATTN: Class Cancellation -Success Academy** at 314-657-4516. ***SGI Members*** - If a class is registered for but not attended and was not cancelled by the first day of class, the entire tuition is forfeited and no refund or credit will be issued. ***Franchise Core Class*** - If a core class is registered for but not attended and was not cancelled by the first day of class you will be charged a \$400 fee by Franchise Headquarters. **By signing this form you "the member" authorize Success Academy to charge your credit card and/or bank account on file for the cancellation or no show fee.**

By Authorizing this form you acknowledge that you have read, understand, and agree to the hotel, tuition, and cancellation requirements above. You also agree to allow Success Academy to process this registration by the investment option selected.

No registration form will be processed unless the form is complete and authorized!

Authorization (signature) _____

Please Fax Registration to: Success Academy at 314-657-4516 or Register on-line at www.yoursuccessacademy.com