



Your Blueprint for Growth in 2023 and Beyond

David F. Giannetto, CEO of WorkWave



Agenda

- What can you do – tangible actions – that will drive greater growth in 2022?
- Can these also make your company more valuable – meaning it will literally sell for more money?

The Only Ways to Grow

There are a limited number of ways to grow organically:

- Get more customers
- Keep more of your current customers
- Sell more to existing customers - easiest

Growth is the primary hard measure driving value

Action #1

- Manage to 100% Completion -

Manage to 100% Completion

- Every Service Order you've sold should be completed as quickly as possible
 - Orders can only be Completed or Cancelled
 - Controllable Reasons are not acceptable outcomes - that is giving away money
 - Focus first on recurrent customers

Manage to 100% Completion

- Every Service Order you've sold should be completed as quickly as possible
 - Orders can only be Completed or Cancelled
 - Controllable Reasons are not acceptable outcomes - that is giving away money
 - Focus first on recurrent customers
- Follow every step of the sequence
 - Sold but not scheduled - scheduled but not complete - rescheduled - completed but not billed - billed but not collected - bad debt not sold

Manage to 100% Completion

- Every Service Order you've sold should be completed as quickly as possible
 - Orders can only be Completed or Cancelled
 - Controllable Reasons are not acceptable outcomes - that is giving away money
 - Focus first on recurrent customers
- Follow every step of the sequence
 - Sold but not scheduled - scheduled but not complete - rescheduled - completed but not billed - billed but not collected - bad debt not sold
- Key metrics
 - % Completion - measured every day
 - % Cancellation - measured by "reason", frequently

Manage to 100% Completion



Sample Service Completion Progress

Branch	Starting	Completed	Completed %	Not Serviced	Not Serv %	Rescheduled	Resched %	Open	Open %
North Branch	5,132	3,796	73.97	453	8.83	11	0.21	874	17.03
	\$597,277.15	\$448,655.88	75.12	\$42,670.52	7.14	\$4,468.50	0.75	\$102,007.25	17.08
South Branch	4,790	3,472	72.48	530	11.06	2	0.04	786	16.41
	\$544,089.77	\$419,437.19	77.09	\$42,757.60	7.86	\$248.75	0.05	\$81,646.23	15.01
Report Totals	9,922	7,268	73.25%	983	9.91%	13	0.13%	1,660	16.73%
	\$1,141,366.92	\$868,093.07	76.06%	\$85,428.12	7.48%	\$4,717.25	0.41%	\$183,653.48	16.09%

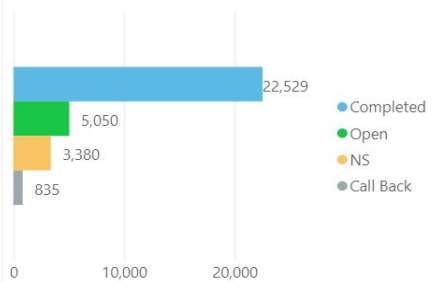
Sample Service Order Management Dashboard

ALL MTD CM+90 **QTD** >
 7/1/2022 9/28/2022

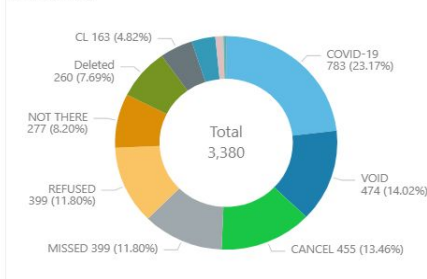
22,529 Completed 5,050 Open 3,380 NS 835 Call Back

Select all
 Active Tech
 Not Activ...

Order Status



NS Reasons



Name	NS	%NS	%GT
O'Brien, Barbara	720	10.84%	21.30%
Rogers, Gary	601	11.28%	17.78%
White, Chris	264	22.94%	7.81%
Young, Elizabeth	206	5.49%	6.09%
Donovan, Donna	201	6.59%	5.95%
Thompson, Jeff	191	14.14%	5.65%
Manning, Jessica	173	10.96%	5.12%
Campbell, Kathy	163	9.73%	4.82%
Burke, Jennifer	161	8.18%	4.76%
Davis, Susan	112	6.14%	3.31%
Allen, Christine	108	6.66%	3.20%
Barry, Kevin	100	6.62%	2.96%
Wood, Andrew	88	11.73%	2.60%
Morrison, Jason	71	12.72%	2.10%
Macdonald, Carol	65	6.54%	1.92%
Mitchell, Matt	50	3.95%	1.48%
Quinn, Dan	50	4.66%	1.48%
Total	3,380	9.18%	100.00%

Tech Breakdown

Name	Open	Call Back Caused Tech	NS	Completed
Young, Elizabeth	903	161	206	3,749
Donovan, Donna	46	91	201	3,050
Davis, Susan	26	82	112	1,823
Campbell, Kathy	230	74	163	1,676
Manning, Jessica	470	63	173	1,578
Barry, Kevin	387	50	100	1,511
Allen, Christine	480	46	108	1,621
Mitchell, Matt	12	42	50	1,265
Total	9,377	773	3,380	36,885

Action #2

- Retain the Right Customers -

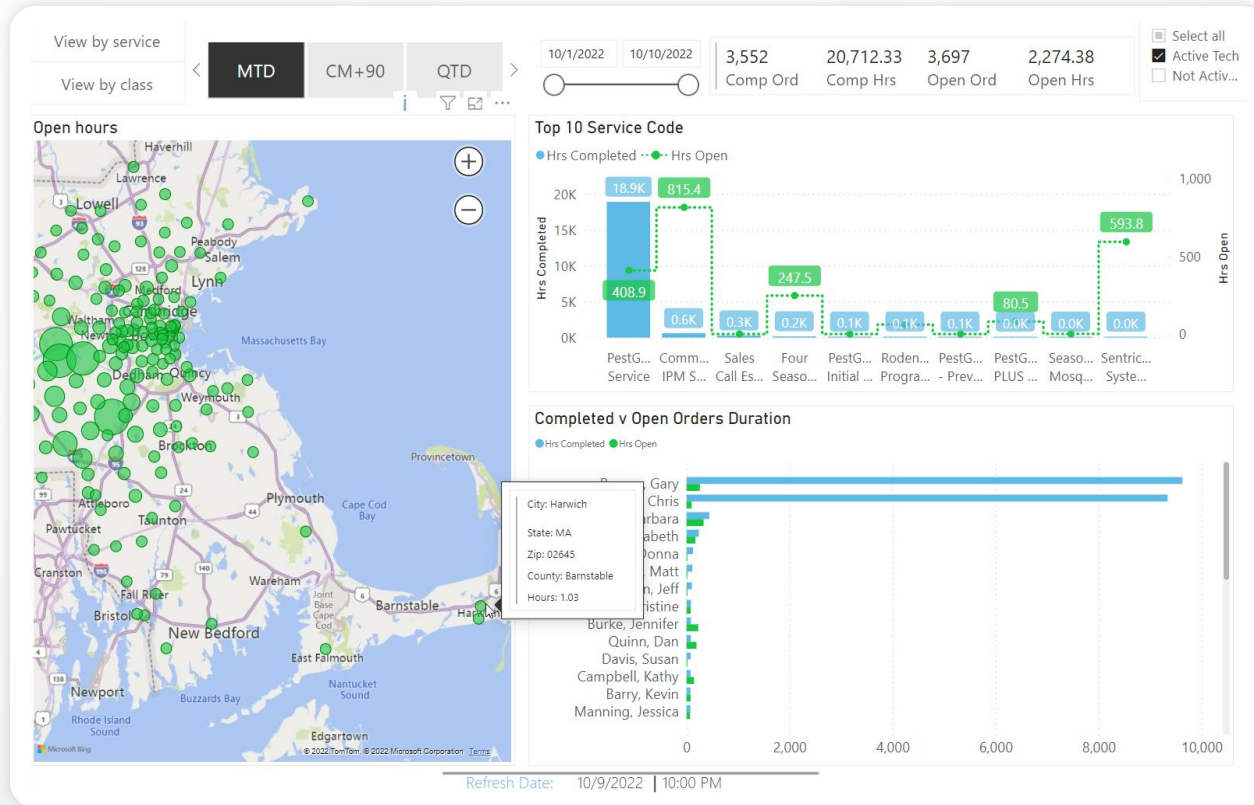
Retain the Right Customers

- Not every customer is worth the same amount, despite CLV
 - Recurrent customers are worth more
 - Customers in dense areas are worth more
 - Auto-bill customers are worth more

Retain the Right Customers

- Not every customer is worth the same amount, despite CLV
 - Recurrent customers are worth more
 - Customers in dense areas are worth more
 - Auto-bill customers are worth more
- Price increases can effectively “right size” the customer base
 - Price increases directly drive growth (not just profitability)
 - Price increases should be contextual to the customer you *want* to keep or lose
 - Corporate pricing strategy influences how sales people shape your business
 - “Any customer is worth keeping if they will pay enough”
 - Long-term strategies build long-term value

Sample Service Order Management Dashboard



Strategically Using Price Increases

- Identify your “real” core branch service area based upon route density
 - For sparse routes within your core service area, focus sales efforts to increase density

Strategically Using Price Increases

- Identify your “real” core branch service area based upon route density
 - For sparse routes within your core service area, focus sales efforts to increase density
- Identify all accounts in sparse outlying areas and specifically increase price
 - Some customers will leave - that’s right sizing
 - Improves profitability on customers that remain
 - Frees up valuable technician time - more time equals more growth capacity to improve % completion
 - Facilitates proper profitability over the long term

Strategically Using Price Increases

- Identify your “real” core branch service area based upon route density
 - For sparse routes within your core service area, focus sales efforts to increase density
- Identify all accounts in sparse outlying areas and specifically increase price
 - Some customers will leave - that’s right sizing
 - Improves profitability on customers that remain
 - Frees up valuable technician time - more time equals more growth capacity to improve % completion
 - Facilitates proper profitability over the long term
- Note:
 - If Technicians are assigned to specific territories then technician rates can be increased to the same effect, but this requires constant review

Increase Price

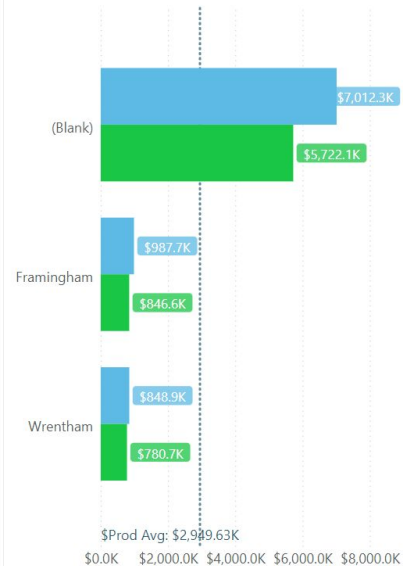
View by branch 1/1/2022 10/5/2022 82,520 736,032.13 \$8,848,89... \$12.02

View by division < CM+90 QTD YTD > Completed Comp Hrs \$Prod \$Prod/hour

Select all
 Active Tech
 Not Activ...

Production Value by Division

● \$Production ● \$Production Prior



Name	%Hrs	\$Production per hour	%GT \$Production	\$Production
Christ, Mike	0.00%	\$3,348.75	0.00% ▲	\$223.25
Thomas, Scott	0.01%	\$347.75	0.23% ▲	\$20,703.00
Moore, Joseph	0.01%	\$270.24	0.22% ▲	\$19,547.50
Davis, Susan	0.25%	\$249.75	5.13% ▲	\$454,172.84
Brady, Mike	0.00%	\$234.00	0.00% ▲	\$234.00
McLaughlin, Sue	0.06%	\$229.56	1.23% ▲	\$109,211.97
Macdonald, Carol	0.10%	\$228.77	1.99% ▲	\$175,741.79
Donovan, Donna	0.45%	\$211.68	7.96% ▲	\$704,064.60
Handley, Bryan	0.00%	\$204.55	0.00% ▲	\$75.00
Barry, Kevin	0.27%	\$197.79	4.51% ▲	\$398,950.95
Young, Elizabeth	0.71%	\$197.63	11.60% ▲	\$1,026,039.75
Manning, Jessica	0.28%	\$182.02	4.24% ▲	\$375,395.75
Campbell, Kathy	0.31%	\$159.78	4.13% ▲	\$365,669.02
Mitchell, Matt	0.30%	\$159.21	3.94% ▲	\$348,431.45
Morrison, Jason	0.10%	\$155.46	1.24% ▲	\$109,946.48
Quinn, Dan	0.20%	\$148.34	2.46% ▲	\$217,922.25
Administrator, System	0.00%	\$133.51	0.01% ▲	\$741.00
Total	100.00%	\$12.02	100.00%	\$8,848,895.41

Refresh Date: 10/4/2022 | 10:00 PM

Action #3

- Everything should Reoccur -

Increase Percentage of Recurring Revenue

- All stable things are inherently more valuable
- Stability is boring – boring is valuable
- Focus the entire organization on recurring revenue
 - Incentivize sales to create recurring revenue
 - Incentivize customer service to create strong contractual relationships
 - Incentivize technicians to create recurring revenue
 - Incentivize technicians to create upsell sales
 - Prioritize recurring customers in all things
- Always put credit cards on file
 - Definitely have Account Updater
- Actively work to convert one-time customers to recurring customers

Increase Percentage of Recurring Revenue

- All stable things are inherently more valuable
- Stability is boring – boring is valuable
- Focus the entire organization on recurring activities
 - Incentivize sales to sell recurring services
 - Incentivize customers to buying recurring packages and extend contractual relationships
 - Incentivize technicians to convert customers while in the home
 - Incentivize technicians to create leads for sales
 - Prioritize recurring customers in all things
- Always put credit cards on file
 - Definitely have Account Updater
- Actively work to convert one-time customers to recurring customers

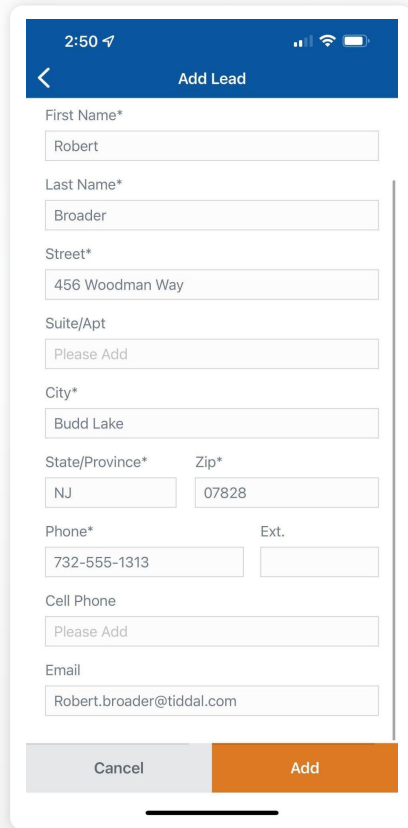
Increase Percentage of Recurring Revenue

- All stable things are inherently more valuable
- Stability is boring – boring is valuable
- Focus the entire organization on recurring activities
 - Incentivize sales to sell recurring services
 - Incentivize customers to buying recurring packages and extend contractual relationships
 - Incentivize technicians to convert customers while in the home
 - Incentivize technicians to create leads for sales
 - Prioritize recurring customers in all things
- Always put credit cards on file
 - Definitely have Account Updater
- Actively work to convert one-time customers to recurring customers

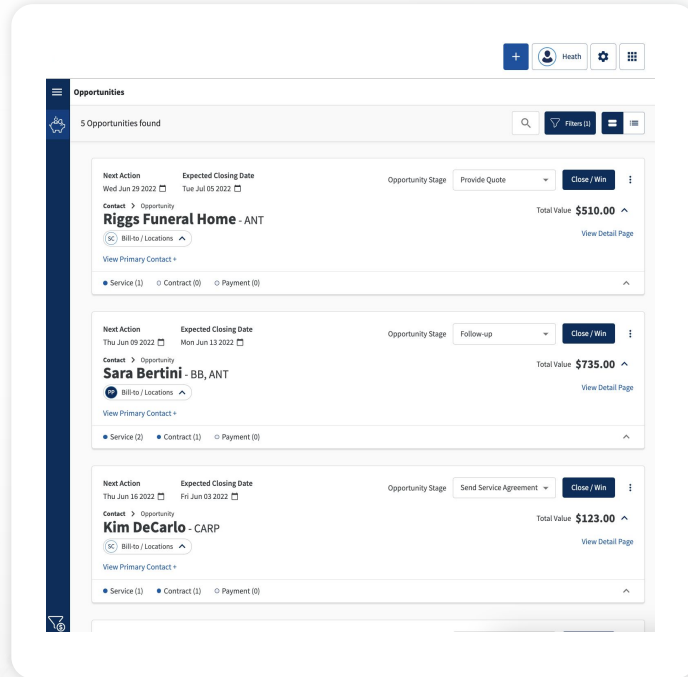
Screenshots

MOBILE APPLICATION

A technician can submit a lead into Sales Center right from the field through the PestPac Mobile app.



The screenshot shows a mobile application interface for submitting a lead. At the top, there is a status bar with the time 2:50 and a back arrow. Below that is a blue header with a back arrow and the text "Add Lead". The form consists of several input fields: "First Name*" with the value "Robert", "Last Name*" with "Broader", "Street*" with "456 Woodman Way", "Suite/Apt" with "Please Add", "City*" with "Budd Lake", "State/Province*" with "NJ" and "Zip*" with "07828", "Phone*" with "732-555-1313" and "Ext." with an empty field, "Cell Phone" with "Please Add", and "Email" with "Robert.broader@tidal.com". At the bottom, there are two buttons: "Cancel" and "Add".



The screenshot shows a desktop interface for the Sales Center. At the top, there is a navigation bar with a plus icon, a user profile icon, a search icon, and a grid icon. Below that is a header with the text "Opportunities" and a search bar. The main content area displays a list of opportunities. The first opportunity is for "Riggs Funeral Home - ANT" with a total value of \$510.00. The second opportunity is for "Sara Bertini - BB, ANT" with a total value of \$735.00. The third opportunity is for "Kim DeCarlo - CARP" with a total value of \$123.00. Each opportunity card includes details such as "Next Action", "Expected Closing Date", "Opportunity Stage", and "Total Value".

SALES CENTER

Leads can be added and worked from the field on a tablet.

Screenshots

REPORT WRITER

Pull a list of all one-time customers. Utilize email with **Marketing Automation** to create a drip campaign.

The screenshot displays the 'Automated (Drip) Email Campaign' configuration page for 'Carpenter Ant Upsell Recurring'. It includes sections for 'To', 'From', and 'Content' recipients, and a table of drip steps.

	NAME	WAIT TIME	SEND DAYS	SEND TIME	TEMPLATE
1	Drip Step 1	1 Day	Mo,We,Fr	8:00am	Ants Drip 1
2	Drip Step 2	1 Day	Mo,Tu,Th	10:00am	Ants Drip 2 (w/ Offer)

Below this is the 'Email Campaigns' overview page, featuring a summary of campaign performance and a list of campaigns.

Summary

- 80% Avg Opens
- 20% Avg Clicks

Email Campaigns List

TITLE	STATUS	OPENS %	CLICKS %
Carpenter Ant Upsell Recurring	Active Drip Campaign		
Snow Removal Campaign	Emails Sent 12/17/2020 2:59:00 PM	67	34
Spring Lake Leads Campaign	Archived 12/17/2020 2:58:00 PM		

Screenshots

Communication Hub

Communication Hub allows users to set up recurring emails based on a list

The screenshot displays the 'Communication Hub' interface. A dark blue sidebar on the left contains navigation icons for home, messages, location, list, target, calendar, dollar sign, chat, bar chart, and user profile. The main content area has a header 'Communication Hub' with sub-tabs 'Communications', 'Templates', and 'Canned Messages'. Below the header is a 'Create New Communication' section with a 'Preview Recipients' button. The 'Select Template' step includes a dropdown menu with 'Platinum Bundle Upgrade' and a 'Preview Template' button. The 'Schedule' step includes a dropdown menu with 'Monthly' and a date/time selector set to '10/5/22 at 9:15 AM'.

Action #4

- A CX Sales Process -

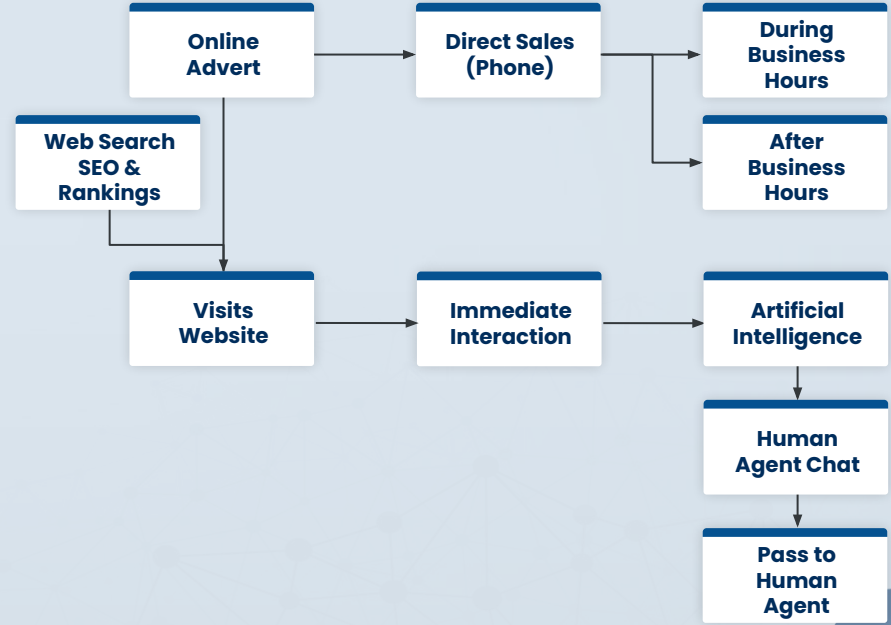
A Connected Customer Sales Experience

Digital Sales



A Connected Customer Sales Experience

Digital Sales

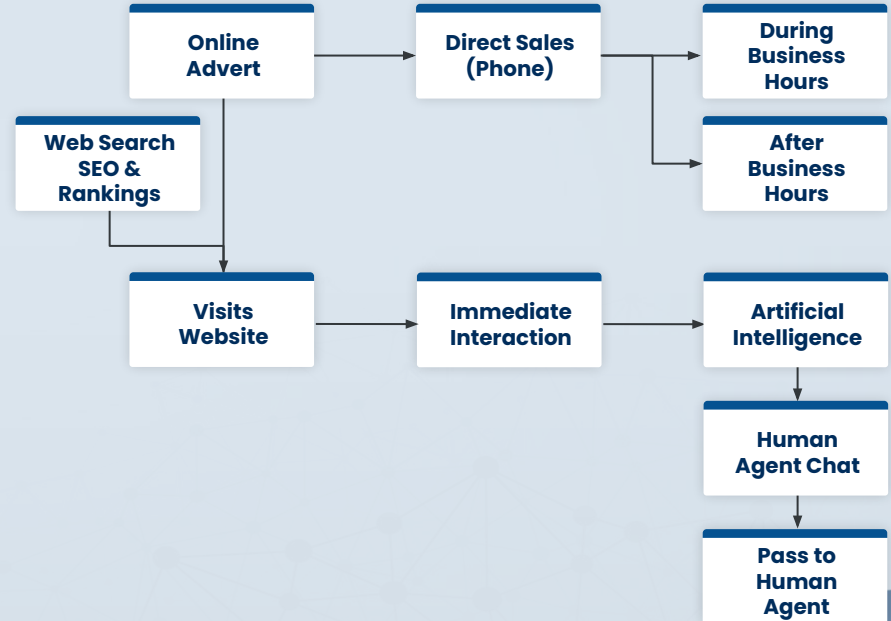


A Connected Customer Sales Experience

Physical Sales

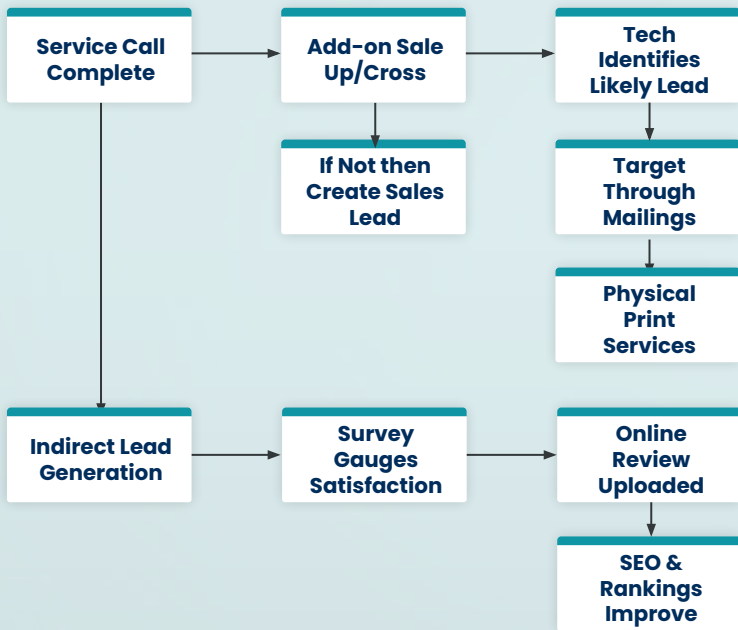


Digital Sales

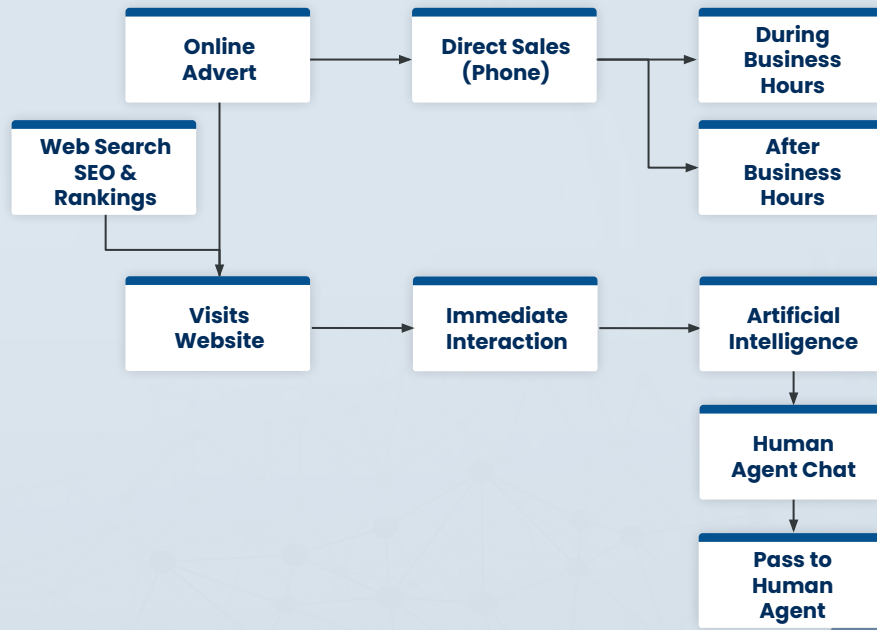


A Connected Customer Sales Experience

Physical Sales

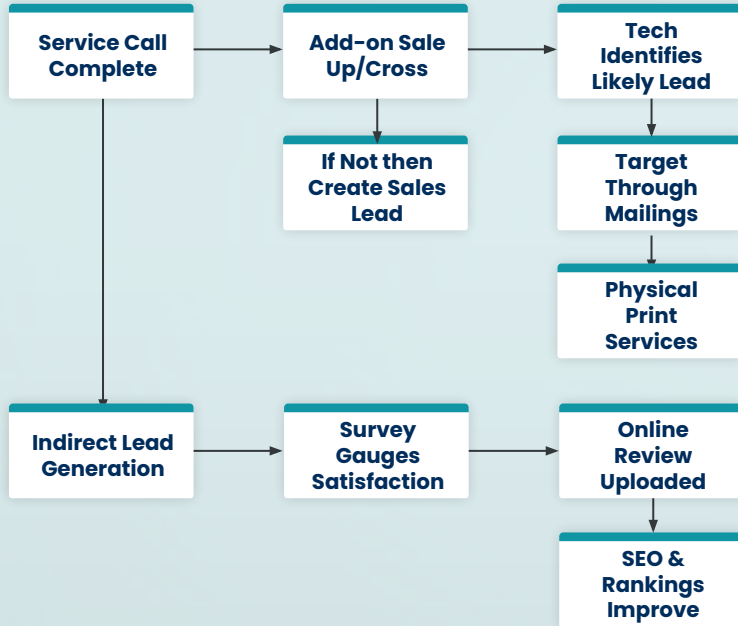


Digital Sales

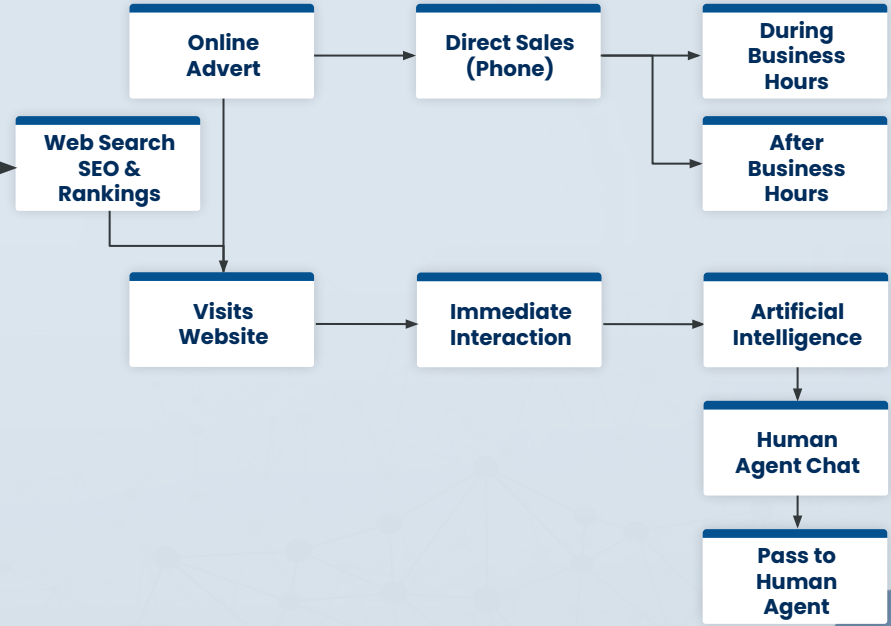


A Connected Customer Sales Experience

Physical Sales



Digital Sales



Driving Business Value

The Only Ways to Grow

The “Value” of a company is a math equation:

- Growth and profitability are the two hard measures that most affect the “value” of a company during acquisition
- “Qualitative” qualities can move value slightly up or down
- “Macroeconomic conditions” and “Truly Unique Attributes” (typically dominance within a desirable geographic area) trump everything

Don't think of one day; think of every day

Top Metrics that Determine Value - \$\$\$

Top Metric	Good Company (2x)	Great Company (4x+)
Consistent Growth Rate	< 8%	> 10%
% Core Business	< 50%	> 70%
Recurrent Revenue	< 70%	> 80%
Gross Margin	< 50%	> 70%
EBITDA	< 20%	> 25%

Gross Margin: Costs required to directly service your customers

EBITDA: Remaining profits after selling, general & administrative costs

Questions?

See you at **WORKWAVE AFTER DARK** tonight
8pm, Royale Nightclub

Visit PestPac, Slingshot and Coalmatch at Booth #2817.

