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**Servant Style Leadership**

Helping Your Team by Developing Leaders

**Flat Rate Pricing Manual for Technicians**

Benefits of Flat Rate Pricing

If you take a look around at other service industries you will find that they have been doing a version of flat rate pricing for years. Whether it’s a combo meal-deal for $3.95 that includes a cheeseburger, fries, drink and all the labor it takes to deliver this meal on a tray or an oil change for $24.95 that includes the oil, filter, labor, and all the grease your car can hold, flat rate pricing is a way of life in many industries today.

**Flat Rate Pricing is a pricing method that combines the cost of:**

* Parts
* Materials
* Labor

To deliver to our customers’ one price for the goods they need.

It often includes several items packaged together for one price, offering simplified charges to our customers, so they do not get charged separately for every little item.

In the same way that other service industries such as restaurants and automotive repair shops have done in the past, flat rate pricing covers most of the everyday services and repairs in the residential HVAC industry.

The draw backs of time and material pricing.

Using the time and material pricing procedure, the technician has to take a guess as to how long a service or repair will take. This educated guess is then multiplied by the hourly service rate for the estimated labor cost. The price of parts is then added to the labor cost so the technician can give the customer an estimate for the service or repair. Keep in mind that the final cost in most cases is “higher or lower than the estimate” depending on how long it actually takes to do the work.

When the services are complete and the technician is filling out the bill, there is one final guess left to make; “How long will it take me to get out of here”? As odd as it sounds, to keep from coming up short at the end of the day, the technician must now estimate how long the customer will want to talk and then add in that amount of time to the ticket before they present the bill. With billing increments down to ¼ of an hour or less, many customers keep a very close eye on their clock and they usually don’t include the time it takes to do the paperwork and close out the service call information into their calculations.

“The Flat Rate System”

**(ABC COOLING)** has adopted the Flat Rate Pricing philosophy and has taken it a step further to assist in our communications between technicians and our customers. We have included in our “**Flat Rate**” guide a wide range of color photos of various components and the repairs that could be needed. This helps us properly inform the customer as to what repair is required, and the exact cost for that repair. It also helps show the customer where the particular component is located in their system. If the “**Flat Rate**” manual is used properly it will give the customer all their options and help them decide if the repair is cost effective and in their best interest.

The “**Flat Rate**” system simply documents what the average time is that it takes a technician to perform a specific task, sets the labor cost accordingly and combines it with the average parts cost to arrive at the final repair price for our customer. This manual goes a step further and takes the cost of several different parts of the same type and averages them together to create a line item part that will work in several applications. This allows the technician the ability to use several different part models under one item code, eliminating a lot of unnecessary pages and confusion.

Many Conventional flat rate manuals individually list every possible part available from most major manufacturers, and are generally found to contain hundreds of pages.

These manuals are very confusing and inconvenient for us because of their scale.

Who benefits from Flat Rate pricing?

* **The Customer**

The “**Flat Rate**” manual provides our customers with the exact cost of needed services and repairs up front, and any options that are available. In the case of repairs, the customer will also see a picture of the failed part, the most probable cause of failure and some ways to prevent this from happening in the future. With all this information, the customer is “in the drivers seat” and has the ability to make the best decision on whether they should have the repairs made or consider an estimate on replacing their system.

The customer does not have to worry about how long it takes the technician to get to their home or how long it takes to find the problem in their system. The diagnostic fee covers the trip regardless of how long it takes to get there or how bad traffic is. It also covers the diagnosis of the initial problem with their system.

The “**Flat Rate**” system has alleviated any discrepancies in the labor it takes to provide a service or make a repair. The customer does not need to worry about how long it will take a technician to do the work based on their experience level, they will get the same price regardless.

The customer does not have to worry about the price of regularly stocked items. If the technician has to have a stock item delivered to the job because they are out of stock on the truck, and in rare cases the technician may have to leave to go get the part, the price of these repair items is still the same.

* **The Technician**

The “**Flat Rate**” system provides the technicians with many benefits as well. One of the unique features of this system is that it not only uses average labor factors but also uses average parts cost for many items. This allows the **Flat Rate** guide to be a fraction of the size of other manuals in our industry. Along with the picture

guide, this feature lets you go right to the parts you need without fumbling through a book that has practically every part that has ever been made. The only decision that has to be made is to determine whether a part is a standard universal item or a specialized OEM part. While this easy-to-use manual provides technicians with an edge over conventional pricing methods, it also helps eliminate some of the pressure on the technician when a customer is watching the clock and wondering how much time it’s going to take. Other advantages of this system will vary based on the technicians experience level.

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* **Other Technicians**

Other technicians benefit because they are not under as much pressure from the customer to get done as quickly as a more experienced technician, as they would be with the time and material system. Although this technician is learning at a fast rate, they realize that a more experienced tech could do many of the tasks in less time. There are enough challenges for the junior tech without adding the time issue to the picture. With the time and material system, a junior technician can unintentionally overcharge the customer because of the longer repair times. The “**Flat Rate**” system will treat the customer the same regardless of what the experience and skill level the technician possesses.

* **The Company**

The company benefits from the “**Flat Rate**” program because it is a win-win-win system. **The Customer** complaints of tasks taking longer than initially estimated will be less when a company offers the “**Flat Rate**” system, consequently less adjustments will have to be made on the bill. With up front pricing, **The Technician** doesn’t have to worry about impatient customers standing by watching the clock wondering how much it’s going to cost and then calling in when they disagree with how long it took to make the repair. **The Company** that uses the ”Flat Rate” system will be able to maintain profitability regardless of what level a technician is, and can be more precise in developing their budget. Because the customer sees the upfront pricing and the discounts that the “Plus Agreement” offers, they are more likely to choose to become a service agreement customer. The technician will not be as rushed when it comes to evaluating their system and identifying when they could benefit from replacing it with more efficient equipment or adding other accessory items that lead to a higher comfort level for the customer and higher profitability for the company.

Proactive Service™ Tune-Up & “Flat Rate”

Today, the Performance Tune-up is probably the single most popular Flat Rate item that our company has to offer and includes all the benefits of the “**Flat Rate**” system.

For years our industry has offered tune-ups or pre-season check-ups at a fixed price for our customers to take care of their system maintenance needs without charging separately for every step. Many times these tune-ups were discounted through a pre-season special to get the customers system running smoothly before the weather gets bad and to generate work before the rush hits (another win-win-win deal). We may not have realized it but in the years past, the fixed-price tune up was the first “Flat Rate” item many of our companies offered. The Performance Tune-Up at a fixed price has certainly been a huge success, however, as with any packaged flat rate item whether it is a combo meal at the local burger stand or the oil change and lube at the auto shop, it must have parameters set to clearly define what is and isn’t included in it.

While setting the guidelines concerning what the tune-up includes, keep in mind the economics behind it. The fact is that when the profitability of running strictly maintenance tune-up calls is studied, it usually shows a loss or a break-even at best unless there are additional sale items included in the calculations. You don’t have to look hard to find out that many of our customers systems need help to be able to operate efficiently and dependably. Because our customers depend on us to keep their system running smoothly, it is our responsibility to identify problem areas to them let them know of ways to improve the comfort and economics of their system. It is through these improvements that everyone wins.

**TAKE ACTION!**

**Defining what a Performance Tune-Up Includes:**

The following is a list of items and services that should be identified as to whether they are included in the tune-up or should have additional charges applied with them. The evaporator coil inspection and cleaning in the A/C tune-up will be used as an example to set guidelines as to whether a given task should be included in a tune-up or should have extra charges associated with it. Although this is only one item out of the cooling performance tune-up, this type of format can be used for other tune-up items on various types of equipment.

**Evaporator Coils**

An evaporator coil should go for many years without needing to be cleaned if the system has a properly designed and maintained air filtration system, When reality comes into play, it doesn’t take long to find out that these conditions are not always met and the coils get dirty quicker than they should. The real issue is to decide whether cleaning the evaporator coil should be included into every tune-up, or to offer it as an extra service and only charge for it when it is needed. The following factors should be helpful in analyzing this issue.

* Does the customer own a Service Agreement?
* How long has your company been servicing the equipment?
* How much time will it take on average, and will the regular price of the tune-up cover it?
* What type of system is predominant in your area, how accessible is the average coil?
* Should Service Agreement customers receive an additional discount for cleaning the coil during a regularly scheduled tune-up rather than charging normal USA pricing?
* What has your policy been in the past, what have your customers been promised?

With these and other considerations in mind, here is a recommended solution:

1. Inspect the coil if it is easily accessible through panels or by sliding out the blower section, otherwise make a determination based on the overall condition of the system, airflow, refrigerant readings and air temperature readings.
2. If you determine that the coil needs cleaning let the customer know that there will be an additional charge for cleaning it. In an effort to help keep the customers cost down on their regular maintenance program, evaporator coil cleaning has been excluded because it is an item that only needs service every few years.
3. Show the customer the Flat Rate Guide and let them see the discount that comes with a Service Agreement for this service. Determine which level of cleaning is right for their equipment based on accessibility.
4. Show the customer what it would cost including the diagnostic charge if a service technician had to come out in the middle of the summer and clean it on a break down call. Also explain to them how it can help extend the life of the system and reduce energy consumption.

Once your company has set the parameters on evaporator coils, you should follow a similar process on the following items:

* Blower Assemblies
* Electronic Air Cleaners
* Humidifiers
* Other Accessories
* Condensate Pumps

It only makes sense to iron out all of these issues and let everyone know how to properly communicate the Performance Tune-Up to the customer.

The Service Agreement and “Flat Rate”

The “**USA Agreement**” is the ultimate in flat rate pricing.

The agreement includes at least two performance tune-ups (3 1st year when slow season is involved – a free added tune up to close the transaction and add value) with all the benefits that come with keeping their system operating smoothly. By properly maintaining the heating and air conditioning system on a regular basis it will ensure that the equipment is performing at its optimum level. By doing so, it will not only help extend the life of the equipment, it will also help keep the utility bills lower and help prevent costly break-downs that usually happen at an inconvenient time. Not only do they get a package deal on multiple tune-ups at discounted pricing, they also receive a package of benefits that range from discounts on repairs to priority service.

When a Customer invests in a “USA Agreement” they are investing in a plan that will give them a return on their investment. It is a rare case when a this type of agreement will not have a generous payback.

Demand Service

When problems do arise, the repair section of the Flat Rate guide will step you through finding the right part for the customer. But first, the problem must be found.

The Trip and Diagnosis

The Trip and Diagnosis covers bringing a trained technician in a fully stocked vehicle to the customer’s location and the labor to Diagnosis the initial problem with their system.

Studies have found that the average amount of time it takes to diagnosis the initial problem with a system is about fifteen minutes for a well-trained technician. At that point you should be able to show the customer exactly where the problem is and what it will take to make the repairs.

Keep in mind that when the system is inoperative, it may be difficult to make a comprehensive evaluation of the entire system. However, every effort should be made to test the rest of the components to determine if there are other problems before presenting your findings to the customer. In some cases it may be necessary to operate a component or unit manually to make sure there are not any other problems that can be found at this point. If you suspect or see evidence that there could be more problems after the first repair is made, you should be upfront with the customer and inform them that additional repairs could be needed.

What does the “Diagnostic” fee cover?

The diagnostic fee is just that, “A Diagnostic Fee”. It can be called anything in terms of marketing. It includes the trip to the customer’s home and the time it takes to determine the initial problem with the system.

IN NO CASES CAN REPAIRS BE MADE UNDER THE DIAGNOSTIC PRICE (FEE).

With the “Diagnostic” being the most popular item that is sold in demand service, the parameters should be understood as to what is included in this fee. The following three examples will better explain when the diagnostic time ends. This section will only deal with the diagnosis of the system. Later in this manual, there will be examples of complete service calls and how to determine the best solution for the customer.

**Example # 1**

You arrive on service call in the summer time and the customer lets you know that the system runs most of the time and falls behind during the heat of the day. While you are indoors, you observe that the supply temperature is not very cold. When you go out to the condenser you notice the unit is running and sounds normal, however, the suction line is warm and the liquid line is cool with a lower than normal amount of heat being discharged from the unit. When you attach your gauges, you find that both the high and low side pressures are obviously lower than normal. There are no other apparent problems.

At this point, THE INITIAL DIAGNOSIS IS COMPLETE. You have determined that there is a refrigerant balance problem. In this case, there was no need to measure the superheat, sub-cooling, etc. because the problem was obvious. Aside from talking to the customer, this diagnosis should have taken about five minutes.

**Example # 2**

You arrive on a service call in winter and the customer lets you know that the system will not run at all and the house is very cold. You flip the thermostat’s fan switch to the “on” position and you do not hear the blower start. When you go down to the furnace, you observe that indeed, nothing is working. After removing the panels, you test for voltage between “R” and “C” and find 0.0 volts. You measure 120 volts coming into the unit and going into the transformer, however, there is 0.0 volts coming out of the transformer.

At this point THE INITIAL DIAGNOSIS IS COMPLETE. You have determined that the transformer has failed. In this case, there is more than likely a problem in the 24-volt system that caused the transformer to fail, but that will have to be addressed under separate charges once the first repair is made. Aside from talking to the customer, this diagnosis should have taken about five to eight minutes.

**Example # 3**

You arrive on a service call in the summer time and the customer lets you know that the blower is running, but does not have cold air coming out of the vents. They indicate that once in a while something kicks on outside but doesn’t stay on very long. When you go outside and remove the panels, you hear the contactor humming a normal tune, but nothing else is running. While checking voltage, you find 240 volts coming out of the contactor going to the compressor and fan motor. After turning off the power, you find the compressor hot and the condenser fan motor is hot with the bearings seizing up.

At this point, **THE DIAGNOSIS IS COMPLETE**. You have determined that the condenser fan motor has failed and the compressor is out on internal overload. You should let the customer know that the only way to know for sure that the compressor will run is to perform a compressor cool-down procedure for an additional charge. Otherwise, they will be taking a slight gamble if they choose to spend the money on the fan motor.

Since cooling the compressor is a separate item, this diagnosis should have taken about five to eight minutes.

In these examples, the diagnosis was simple and took less than the average time of about 15 minutes. You need a few like these to make up for the ones that eat your lunch. Again, make sure you look over the system to make sure that there are not any other obvious problems such as burned wires, contact points, motor bearing noise etc. before making your presentation to the customer. And remember, No Repairs under the diagnosis!

Using the Flat Rate Guide

The “**Flat Rate Guide**” was developed with both our customer and you the technician in mind. It is designed in a way to assist a technician in educating the customer as to what part failed and the price to properly make the repair. With pictures of the parts and their location in the equipment, the customer can see and understand more about their system and what went wrong. Also included within the pricing section are helpful information tips that answer a lot of questions that customers typically ask, such as:

* Possible Reasons For Failure: Age, power surge, moisture, loose connections, etc.
* Solutions: Replace motor, clean coil, repair leak, replace unit, etc.
* Customer Notes: ask about the benefits of our “Plus Service Agreement” etc.
* Recommendations: This repair could have been prevented with proper maintenance.
* Technical Keys: Discusses helpful technical tips to assist in making a repair.

Most of the repairs are based on individual items. Some of the repairs, however, include smaller parts that are packaged with them, while other repairs have related items that are excluded and sold separately. These repairs are identified with an asterisk (\*) next to them, which is an indication to look at the “Technician Keys” box to see what is included or excluded in this repair. All of the motors for instance have the \* next to them which indicates in the “Technician Keys” box that a run capacitor is included in the repair. All of the refrigeration components also have an asterisk next to the repair which indicates in the “Technician Keys” box that the refrigerant services such as recovery, pump-down, charging, etc. are not included in these repairs.

You will also find that some repair items are listed in several different sections of the manual, due to the fact that some repairs can be classified under more than one heading. An example of this is an ignition control board, which can be found under the heading of “circuit boards” as well as the heading “igniter/probe”. Although the actual part and the price are identical, the code number will be associated with the page that it is on, so these parts will have more than one code number that they can be identified by. When you list it on your invoice, you can use any of the code numbers that apply.

The Repair Section

Each individual section has a breakdown of components and the prices for the repairs. At the front of each section is an index listing the various repairs along with the page it will be located on. The repair sections have been broken down into the following categories:

* Air Conditioner / Heat Pump
* Gas Furnaces, Air Handler and Electric Furnaces
* Oil Furnaces
* Accessories
* Indoor Air Quality
* Hydronic Heating
* Technician Selling Section
* Electrical Book Option
* Plumbing Book Option

**TAKE ACTION!**

**Stock vs. Non-Stock O.E.M. Parts**

Throughout this manual you will find that many of the popular parts have two categories of Flat Rates with different prices. These parts are listed as “Stock” parts and “O.E.M”. (Original Equipment Manufacturer) non stock parts. Your company will need to identify the parts that should be sold in each of these categories. The following key points will help you determine how to classify each part.

**Identify your Stock - Universal and Non-Stock OEM Parts**

Stock parts can be used on different brands of equipment such as motors, relays, contactors etc. These everyday generic parts are truck stock items that are usually purchased at independent supply houses; however, many equipment dealers carry a line of these universal parts as well. Regardless of where they are purchased, these parts are considered to be general truck stock replacement parts.

If you can answer yes to both of the following questions, the part is “Universal”

* Is it a listed truck stock item?
* Can it be purchased at a regular price?

Non-Stock parts are considered out of the ordinary and are usually not regular truck stock items. These parts are made for a specific piece of equipment and usually have higher prices. Normally these parts have to be purchased at the equipment dealer as they are needed and sometimes have to be special ordered. Even though some independent supply houses carry a few of these parts, the “Non-Stock O.E.M.” category should be used anytime an out of the ordinary part is required that has a higher than normal price.

If you can answer yes to either of the following questions, the part is “O.E.M.”

* Does a special trip have to be made to get the part?
* Does the part cost more than normal for that type of part?

Each company will need to identify the parts and accessories that fall into each of the following categories:

* **Universal Parts:** These are parts on your company’s truck stock list that qualifies to be in this category. These are usually most of the parts in a standard stocking list.
* **O.E.M. Parts:** These are parts on your company’s truck stock list that should be sold in this category. These are parts that you stock on the truck for a specific unit due to demand, but are more expensive compared to a universal part of the same type.
* **O.E.M. Parts:** These are parts on your company’s truck stock list that you want to offer with Universal Parts pricing. These are specialized truck stock parts that you get from an equipment dealer, but with a price that is online with regular universal parts. Although there are very few parts of this type, you may decide to offer these parts in the universal category as long as they are truck stock.
* **Unique Parts:** These are parts or accessories that fall outside of the regular categories of universal or O.E.M. that your company wants to set specific pricing on because of special circumstances.

The Pricing Structure

**The “Flat Rate Guide” repair prices are listed in one of the following three categories.**

* “Overtime” - This pricing column was designed for non-service agreement customers for “after hours” work or for work on holidays. It would be the equivalent to the conventional overtime charge. This column should be used anytime a call is booked and run after hours. We choose not to charge overtime, so we only use the Preferred or Service Agreement column.
* “Preferred” - This pricing column should be used for our non-service agreement customers that call in for a service call during our regular hours of business. If our schedule is running behind and we arrive at the customer’s location after normal hours they will still receive this pricing due to the fact they notified us during regular hours. Typically regular working hours would be 7am-7pm Monday through Saturday.
* “USA Club” - We will use this discounted pricing for our “Service Agreement” customers only. Regardless of when they call for service or when the call is run, service agreement customers receive this pricing column. Receiving this pricing is reason by itself for the customer to be a service agreement customer.

This **Flat Rate** system has been designed for both primary and secondary repairs to be priced from the same column. For non-agreement customers, there could be a significant advantage to go ahead and purchase an agreement during a service call not only to save money on the repairs, but to also get their system serviced at prices lower than demand service can offer.

It is to our benefit to show the customer all three prices.

A non-agreement customer can be shown the discounted price if they were to invest in a “**USA Agreement**”.

A customer that already has an agreement can be shown what their price used to be, thereby reaffirming the value of owning the “Service Agreement”.

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| **Flat Rate Study Questions** |
| 1. | Flat Rate pricing is a pricing strategy that combines­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | to deliver one price to our customers. |
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| 2. | What is the main drawback of time and material pricing for the customer as well as the technician? |
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| 3. | What are the two unique differences of the in the Flat Rate system compared to other flat rate programs? |
|  | 1)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | 2)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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| 4. | What is the primary benefit for the customer of flat rate pricing vs time and material? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | ­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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| 5. | List 3 of the many ways that the “Flat Rate” system goes beyond regular flat rate pricing to benefit the  |
|  | customer: |
|  | 1)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | 2)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | 3)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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| 6. | What is the primary benefit of flat rate pricing to the technician, regardless of their skill level? |
|  | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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| 7. | The “Flat Rate” guide uses the philosophy of being able to use many different parts under one code  |
|  | numbers. Why is this primarily a benefit for the technician? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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| 8. | With regards to the customer, what is one of the primary benefits for the company of flat rate pricing? |
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| 9. | What is the single most popular item our company sells? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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| 10. | What is the most single most popular item that is sold within the service department? |
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| 11. | Due to market conditions, the dollar volume of these two most popular items sold in our company usually  |
|  | has \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ profitability associated with them. |