

50 Shades of GREEN

Notebook



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Part One: The Financial Fundamentals (5 Ways)

The Two Ways to Make More Profit

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The 5 Basic Parts of a P and L

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The Basics:

* Sort Overall Revenue into Separate Streams

* Show Gross Margin by Revenue Streams
* ID Best and Worst Gross Margins by Revenue Streams

* ID the Most and Least Profitable Market Types / Segments

* ID best Size Job

The Goal: Overall Gross Margin 50%+ & Enough $ to cover Overhead and Make a 10%+ Profit

Part One Notes: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Part Two: Ways to Lower Direct Costs (24 Ways)

Training/ Certification – Have Goals – Measure Daily/ Weekly – Schedule Boards

Job Sequencing: Dispatch – Routing – GPS Tracking- Job Sequencing – Yard Arrival and Prep

Add Work / Same Hours- Maintenance does Extras – Safety Program – Crew Sizes

Enclosed Trailers/ Trucks – Gas Jockey- Fuel at Night – Afternoon/Nigh Mechanic –

Coffee / Lunch Policies – Chemicals – Travel Pay Options – Job Packets

Reduce Unbillable Hours - Measure Gross Margin Regularly – Most Efficient Equipment

Part Two Notes: **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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Pick Top 3 That Could Use Some Work

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Part Three: Ways to Reduce Overhead Costs (21Ways)

Salaries vs Sub Out – Chief to Indian Ratios – Add More Work to Chiefs

Equipment Repair vs. Purchase – Cars vs. Trucks – Rotate Equipment Purchases

AR Process/ Policy – Use Collection Agency – Bid Overhead Items Annually

Reduce Financing Costs – Productivity Meetings – Think Minutes Not Hours

Identify Waiting Times – Measure Unbillable Time – Incentive Systems – Hire Right People

Buy Strategically – Less Employee Turnover – Better Training on Equipment- Avoid Theft

Consider 4-day workweek

Part Three Notes: **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Pick Top 3 That Would Help the Most

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Part Four: Ways to Get and Keep the Right Revenue (17 Ways)

Have a Plan – Set Goals – 4 Post Market Density – Accurate Estimating – Mark Up/ Pricing

Know Thy Competition – Selection Criteria – Review All Jobs Annually- ABCs Lose Losers

Testimonials Referrals- Study the Art of Selling – Long Term Contracts – Build Relationships –

Renewals – Conduct Surveys – Start Ups - AR Collect the Money

Part Four Notes: **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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Pick Top 3 That Would Help the Most

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Big GREEN Ways

The Basics

* Sort Overall Revenue into Separate Streams
* Show Gross Margin by Revenue Streams
* ID Best and Worst Gross Margins by Revenue Streams
* ID the Most and Least Profitable Market Types / Segments
* ID best Size and Market Type Job

Practice these “Best Practices”

* Job Sequencing
* Training/ Certification
* Mini Budget
* Job Estimating
* Job Cost Tracking
* Accounts Receivable
* Selection Criteria
* Get the Right Renewals
* Proper Mark Up / Pricing
* Hire and Retain the Right Team Members
* Safety Program
* Have a Game Plan in Place for 3-5 years, Update annually
* Compensation / Bonus Program

Medium GREEN Ways

* New Job Start Ups
* Employee and Customer Surveys
* Productivity Meetings
* Accurate P &L format in place
* Annual Review and Selective Editing of Jobs / Revenue Stream
* Testimonials Referrals
* Chief to Indian Ratios – Add More Work to Chiefs



More GREEN Ways

* Know Thy Competition
* Salaries vs Sub Out
* Equipment Repair vs. Purchase
* Cars vs. Trucks
* Rotate Equipment Purchases
* Bid Overhead Items Annually
* Reduce Financing Costs
* Think Minutes Not Hours
* Identify Waiting Times
* Measure Unbillable Time
* Buy Strategically
* Avoid Theft
* Consider 4-day workweek

Action Steps:

What 1-3 BIG Ways will you be implementing or tuning up?

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What 3 -5 Medium / Small Ways will you be implementing or tuning up?

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