



KPIs & Flat-Rate Billing

Dealers answer questions from fellow dealers

Compiled by: Brent Hoskins, Office Technology Magazine

Following are two questions submitted by dealer members as part of BTA's Dealers Helping Dealers resource, and many of the answers received. These answers and many others can be found in the members-only section of the BTA website. Visit www.bta.org/DealersHelpingDealers. You will need your BTA username and password.



Where do you get your KPIs (key performance indicators) for measuring performance for all the different segments of your business (admin, marketing, sales, service and IT)? Do you use and measure them monthly? If not, how often? How religious are you in upholding decisions based on KPIs?

"We use the SDG (Hey/Johnson) model and measure monthly. We use it as a 'rudder' to keep us on track. It is not the be-all, end-all as long as we are meeting or exceeding operating income targets."

*Dean Swenson, president
The Swenson Group (TSG), Livermore, California*

"Each department has a piece of internal software that holds them accountable. These pieces of software provide us with reports that show key employee performance that we base ongoing policy changes on. Some reports are daily, some are monthly, but we use them all."

*Colin Bailey, general manager
D.L. Gallivan Office Solutions, Portage, Michigan*

"We created our own metrics and measure monthly. It is flexible based on real changes (e.g., government shut down, etc.)"

*Tom Kosloskus, CEO
Next Day Plus, Orland Park, Illinois*

"KPIs are driven from the business planning process and are generally derived from the actual strategy of how you will achieve the goal, which, in turn, becomes a KPI. We generally measure and review KPIs monthly and a portion of performance bonuses are based on those outcomes. We actually build out a balanced scorecard around the KPIs and have them categorized: Blue = Exceeding; Green = On Target; Yellow = Close, But Falling Behind; and Red = Far Off. We then use the

scorecards to conduct meetings around what is working, what is not and what strategies we need to modify/change."

*Kevin Laury, COO
SumnerOne, St. Louis, Missouri*

"The service department uses many KPIs, such as gross calls, FCE, CBs and parts pending. Marketing KPIs are generated from our third-party marketing company. Sales KPIs are driven from CRM usage."

*Tom Wykowski, service manager
UTEK, Ann Arbor, Michigan*

"We review a dashboard every Monday morning. I set the goals and the main dashboard. The individual departments have their own. This is done religiously."

*Nick Lioce, president
The Lioce Group, Huntsville, Alabama*

"We are implementing KPIs in 2022. I want all my staff members to know if they have won the week, the month, the quarter and the year. I have struggled to do this and we are refocusing on all departments, not just sales."

*Tim Stanley, founder/owner/problem solver
TDSiT, Lowell, Arkansas*

"We use SalesChain for measuring salesperson activity."

*Peter Napolitano, sales manager
United Business Systems, Buffalo, New York*

"For service, BEI/CEO Juice. For sales, Dynamics CRM. We are still working on something for admin."

*Ray Derstine, president
Altek Business Systems Inc., Telford, Pennsylvania*

"We will be using ConnectWise for the IT department."

*Wilhelm Rebmann, director of IT services
Altek Business Services Inc., Telford, Pennsylvania*

"You have to be very careful here to not take something that someone else has refined and then try to force your organization into the acceptable parameters of the matrix. Instead, find the area that you know you need help in and then incrementally get better than you were last month or last

year. Organizations are big things to turn. There will be some small things that are able to get immediate good results, while others will be a matter of concerted effort over time.”

*John Eckstrom, president
Carolina Business Equipment Inc.
Columbia, South Carolina*

“Each department has numerous KPIs measured on a variety of rhythms — weekly, monthly and quarterly being the most often. All our core systems generate KPI data for our teams and we are very consistent with using our KPIs to spot trends, identify opportunities for improvement and celebrate achievement. Every manager one-on-one, department huddle and leadership meeting has a section in the agenda to review KPIs.”

*Danny Bailey, sales operations analyst
imageOne, Oak Park, Michigan*

“Net Promoter Score (NPS) for service, activity quotas (calls, emails, appointments, proposals, etc.) and sales achievement performance.”

*Ray Foster, director of sales
Laser Works dba Verity Group
Richardson, Texas*

“Some are easy since they have been around forever. Others are not as easy to get or measure. In marketing, for example, most often you do not know if they are working or not, especially since the marketing landscape is always changing.”

*Ron Hulett, IT manager/project manager
U.S. Business Systems Inc., Elkhart, Indiana*

I have been curious how other dealers have switched over to flat-rate billing because of the difficulties of getting meter readings on CPC contracts. If you are

“Each department has numerous KPIs measured ... weekly, monthly and quarterly ... All our core systems generate KPI data for our teams ... ”

doing this, were customers agreeable to switching?

“We are actively trying to switch MPS contracts over to flat-rate billing. It is not a solution for all customers, but for those that have it, it is working well for them and our company.”

*Bart Cornwall, vice president of service
Valley Office Systems, Idaho Falls, Idaho*

“We have found that there are three verticals where flat rate is received well: health care, government and education. This has been profitable for us primarily because they run small amounts of color or have very little color coverage. We do not offer this to heavy-color or heavy-coverage verticals.”

*Kevin Laury, COO
SumnerOne, St. Louis, Missouri*

“Yes. They [customers] were happy to move away from the meter-based agreements.”

*Ron Hulett, IT manager/project manager
U.S. Business Systems Inc., Elkhart, Indiana*

“We do this in the federal government space and it is very effective. We have not done it commercially yet.”

*Nick Lioce, president
The Lioce Group, Huntsville, Alabama*

Do you have a question for your fellow dealers? If so, email it to brent@bta.org with the subject line: “Dealers Helping Dealers.” BTA will then share your question with the full dealer membership with a request for guidance from your fellow dealers. ■

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