

— WHERE DOES YOUR DIVISION STAND?



Is your service division in the driver's seat — or just along for the ride?

Five benchmarks from the commercial service industry, and how they've shifted since 2022. See where your division falls before you set next year's plan.

34%

of companies are missing a cash-flow opportunity by not advance-billing their service contracts.

▲ **UP FROM 2022**
31% in 2022

26%

of contractors do not have a separate P&L for service — how do they know how they're performing?

▲ **UP FROM 2022**
23% in 2022

43%

of contractors do not have automatic renewal on their planned maintenance agreements.

▲ **UP FROM 2022**
40% in 2022

64%

of contractors do not have a sales training program.

▲ **UP FROM 2022**
55% in 2022

61%

of companies do not employ dedicated maintenance sales personnel.

▼ **DOWN FROM 2022**
68% in 2022

Ready to see what your Service Division is capable of? Let's talk.

Start with the Servicewerx Diagnostic — a structured, eight-step read on where your division stands today.

Jason Erxleben

203-253-4309

jason@servicewerx.org

www.servicewerx.org

— ON THE NUMBERS

What's really behind the numbers?

Contractors rarely say these things out loud. Here's what's really driving the benchmarks on the front of this sheet.

— 34% / ADVANCE BILLING

Most contractors avoid advance billing because it exposes gaps they'd rather not surface: no reliable system for tracking what's owed, scheduling that can't consistently promise a date, and contract scope too vague to invoice with confidence. Underneath that is a deeper hesitation — deferred revenue raises accounting questions they're not prepared to answer, and a mid-contract cancellation means money already collected and now owed back. Layer in a legacy mindset of billing for work completed rather than work promised, and pushback from customers nobody has actually tested, and it's easier to leave the practice alone than challenge it.

— 26% / SEPARATE SERVICE P&L

Most HVACR contractors avoid separating their service P&L because it exposes issues they'd rather keep blended: true profitability, unclear cost structures, and the fact that service is often treated as a support function instead of a revenue engine. Their accounting systems aren't built for departmental tracking, and doing so would force new accountability, reveal margin leakage, and raise financial questions they're not prepared to interpret. A standalone P&L makes performance impossible to hide — which is exactly why it matters.

— 43% / AUTOMATIC RENEWALS

Contractors avoid automatic renewals because their maintenance programs aren't structured tightly enough, their delivery isn't consistent, their documentation is unreliable, and their software isn't set up to support it. Automatic renewals require clarity, confidence, and predictable execution — and most service divisions aren't there yet.

— 64% / SALES TRAINING

Most service contractors don't have a dedicated sales training program because service has never been treated like a true revenue engine. Technicians aren't coached to sell, managers don't own sales performance, pricing and documentation are inconsistent, and no one has built the systems needed to support real training. Without structure, sales training feels optional — even though it's one of their biggest missed opportunities.

— 61% / DEDICATED SALES PERSONNEL • ▼ DOWN FROM 68% IN 2022

Most service contractors don't have dedicated sales personnel because service has never been treated like a true revenue engine. Technicians are expected to sell, managers are buried in operations, pricing and documentation aren't consistent enough to support real sales activity, and no one owns pipeline or follow-up. Without structure, hiring sales staff feels premature — even though it's a major missed growth opportunity. And to be clear, we're talking about a salesperson, not an order taker — someone who finds the business for you.

This is the one number moving in the right direction. Don't be left behind — reach your customers before your competitors do.

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