

**Diane Waltemath; founder
Performance Now LLC**

A strategic development & performance management company, focusing on operations, administration, and financial controls

Diane brings an executive background in technology services and solutions. She is the founder of Performance Now LLC and has been consulting in the market for almost 4 years.

Prior to starting her own company she spent 10 years with FlexPrint /Flex Technology Group overseeing administration and operations. Helping to grow the business organically to \$120M and leading thru acquisitions to \$250M

Her skill set spans contracts, leasing, project managements, billing, operations, cash applications/AR/AP, workflow, profitability, acquisitions, ERP, and scaling programs



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Covid-19 changed everything...



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Recovery....

“It’s easy.... but it’s not simple”



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<u>The Premise...</u>	<u>How we Achieve!</u>
<ul style="list-style-type: none"> • Having a growth mindset that's driven by internal excellence and exceeding client expectations • As we grow, we must constantly look to the evolution of process <ul style="list-style-type: none"> • To deliver to a larger customer base • With increased performance • Introducing new services & systems • Controlling profit • Increasing automation • Reducing Expense 	<ul style="list-style-type: none"> ➤ Thru our People ➤ By Reviewing Existing Practice with Fresh Eyes and Calculated ROI ➤ By Making Strategic Investments ➤ By Introducing New Systems ➤ By empowering others with controls, and job authority

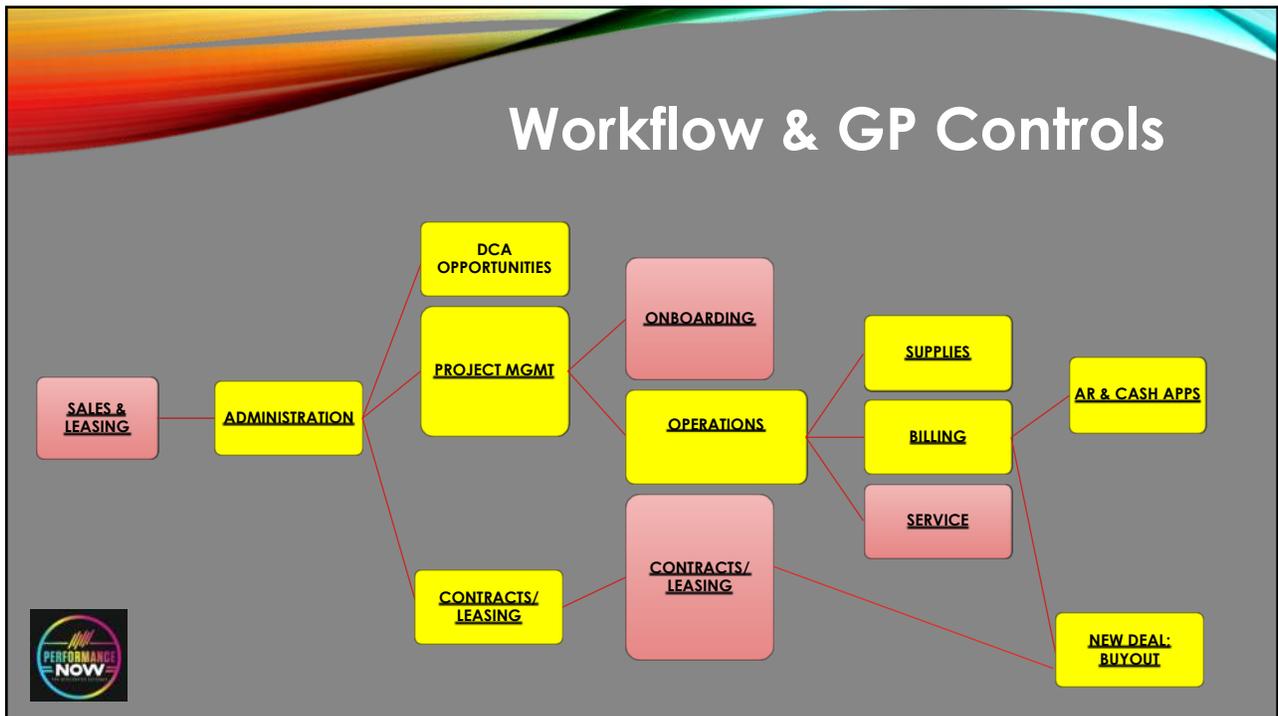


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ENTERPRISE ACCOUNTS (can be yours too!)

- Can be managed without W2 techs
- MFPs drop-ship; VARs
- Field Nation, WM, or Barrister
- Or, OOA servicing dealers for tag/clean/install
- Negotiate Returns or Actuals with pass-thru Dealer
- Benchmark & Report "Cost per Device"
- Benchmark PM to Scope
- Make use of Change Management Tools
- Variable Supply expense & managed Service expense; Scale
- How many locations per day?

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LEASING & BUNDLING (sales, strategy, revenue and cash flow)

- **Account Protection** – 5 Copiers on Straight Lease Vs 5 Copiers booked on supplements & bundled with AFM
- **Account Extension/Revenue Gains** – supplements with add-on term + “Service Extension”
- **Increasing Revenue Opportunities** – by bundling Service with the Equipment payment, we create revenue opportunities for contracts experiencing high Service GP.
- **Revenue Opps on TB Invoices** – we can have strategy to increase revenue and profit
- **Fee Sharing & Waiving** – origination, freight, late
- **Evergreen Contracts and Revenue Sharing**
- **Account Protection** – a bundled lease invoice is more difficult for a competitor to unwind and to buyout
- **Customer Efficiency** - 1 invoice to the Customer from the Lease Company; vs 1 from Lease Co and 1 from Dealer
- **Customer Efficiency** – truly 1 invoice ongoing, if as we sell
- **Customer Efficiency and Dealer Cash Flow** – 1 invoice for fixed amount, passes thru Customer AP swiftly w/ proper remittance
- **Cash Flow for Dealership** – in times of delinquency, the Leasing company has a stronger financial arm
- **Admin Dealer Benefit** – reduces # of contracts needing to be entered and managed in ERP, creates efficiency in cash applications



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CONTRACT MANAGEMENT (guaranteed revenue)

- CPC Contracts – (billing the customer monthly for meters, no contracted minimum)**
 - Limit these types of Agreements
 - Create Guaranteed Revenue, vs Variable Revenue
- Contracts w/ Minimums in Place, BUT also billing Overages Monthly**
 - Stop the madness
 - Reduce billing labor achieving ability to scale
- Contracts w/ Proper Minimums in Place, AND experiencing \$0 Overages –**
 - Reduce billing labor, increasing productivity for on-time billing, improves cash flow, create scale
- Contracts w/ Proper Minimums in Place, that we can move to flat-rate billing**
 - Satisfy a few conditions: Tenure, GP, T&C Protection
 - Improve Customer Experience, Reduce Billing Labor/Expense, Protect the Account
- Contracts that do not have proper minimums in place, AND are experiencing significant overages**
 - Think, “Comp Plan”.....
 - Think, “How can Admin Help”
 - Increase Contracted Base improves cash flow, creates stability, and improves business valuation



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CASH MANAGEMENT (activity and policies for superior cash flow)

- ✓ AR Activity; 1 email, 2 email, 3 Call
- ✓ AR Cadence; 3
- ✓ AR eligibility; 1

- ✓ AR Clerk Cash Projection
- ✓ AR Clerk Performance Review

- ✓ Incorporate Lease Waterfall

- ✓ Institute Credit Warnings & Credit Holds

- ✓ Address Major Account terms
- ✓ Actively support Lease Co collection

- CMs for Short Pays
- DMs for Overpays
- Bad Debt Accounts

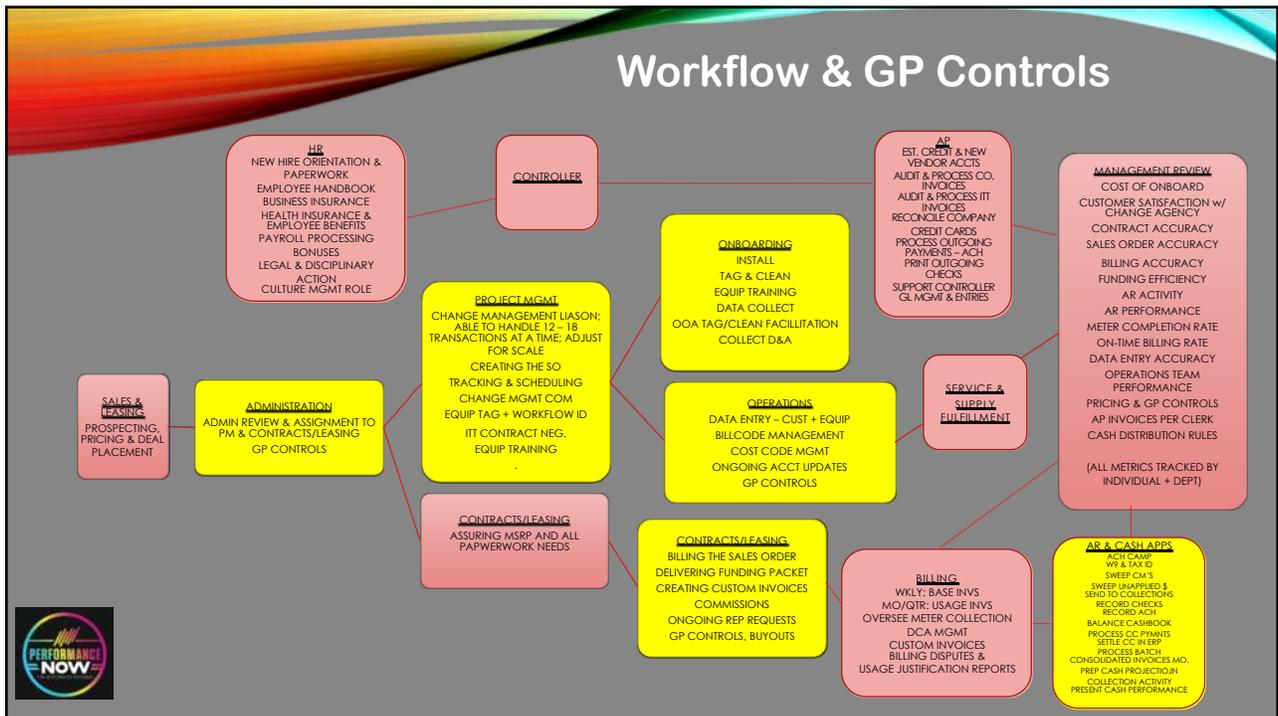
- **Collaboration & Ownership** between Cash Applications, Accounts Receivable, and Contract Management

- Authority on Credit Release
- Sales Leadership Support

Cash Performance Achievement 93% of Available
Cash Management > 90 = < 5%



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MANAGING & IMPROVING GP (administration supports fluidity)

GP Controls within Administration

- ✓ Sales Mgr approval PLUS Admin Mgr approval
- ✓ ANY adjustment to Contract with 12 mos GP < XYZ%
- ✓ Any SERVICE adjustment to Contract > ABC%
- ✓ Authority on Charge Backs
- ✓ Manage to fixed booking dates
- ✓ Admin Return to Profit Program
- ✓ Necessary Rates Addendum

The Why....

- ❖ Alleviate Executive Management
- ❖ Improve actual GP Controls
- ❖ Assure Adherence to Company Policy
- ❖ Limit Order Errors
- ❖ Right Size GP on Low Margin Accounts
- ❖ Improve GP on written deals submitted
- ❖ Protect Service Revenue
- ❖ Increase Order Processing Efficiency



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BENCHMARKS (administration & operations)

DEPT: PROJECT MANAGEMENT

- COST OF ONBOARD BY DEVICE =
- PERFORMANCE TO SCOPE =
- EQUIP SALES ORDER ACCURACY =
- CHANGE MANAGEMENT SUCCESS =

DEPT: LEASING & CONTRACTS

- FUNDING EFFICIENCY =
- CONTRACT SET-UP ACCURCY =
- LEASE RETURN MANAGEMNT =
- IMPROVED GP =

DEPT: BILLING

- BILLING, BASE =
- BILLING USAGE =
- METER COLLECTION % =
- ACCURACY RATE =
- CONTRACT GP IMPACT =

DEPT: ACCOUNTS RECEIVABLE

- AR CASH PERFORMANCE =
- CREDIT HOLD RESOLUTION =
- AGED CASH > 90 DAYS =
- ACH CAMPAIGN =
- UNAPPLIED CASH =
- *OVERAPPLIED CASH =

DEPT: OPERATIONS SUPPORT

- DATA ENTRY RECORDS; CT
- DEVICE RETIRE RECORDS; CT
- ACCURACY RATE =
- TICKET COMPLETION; QTY
- MATRIX



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GROWTH MANAGEMENT REPORTS (the executive visibility we need)

DAILY REPORTS (ADJUST TO WEEKLY IN TIME)

EQUIPMENT ADDED/RETIRED TO CONTRACT

- ID NUMBER
- SERIAL NUMBER
- CONTRACT + INSTALLED LOCATION
- METER(S)
- METER GROUP
- IP ADDRESS
- EQUIP BILLCODE
- CONTRACT BILLCODE

CUSTOMERS ENTERED

- CONTRACTED OR NON; CREDIT REQS
- FORMATTING
- TAX CODE

DCA ACCOUNTS/DEVICES OFFLINE

- CUSTOMER NAME
- DEVICE INFO
- LAST REPORT DATE

PAYMENTS RECORDED

- CUSTOMER
- AMOUNT

CREDIT MEMOS CREATED

- CUSTOMER
- AMOUNT
- DESCRIPTION

UNAPPLIED CASH

- CUSTOMER
- AMOUNT
- ADMIN USER

CONTRACT INVOICES BILLED

- CUSTOMER
- AMOUNT
- ADMIN USER

CONTRACTS ENTERED TO ERP



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INSIDE TIP! (making more money on buyouts)

- Every Lease Admin knows this....
- But they aren't doing it....

Why Not.....?





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THANK YOU!



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