The Starving-Crowd Test for Your ZIP Codes

Run every ZIP code you would drive to through all three filters. Two out of three is a hobby. Write what you counted, not what you assume.

PAIN — Which neighbourhoods have the oldest doors? Note the build decade and roughly how many garages you counted on one drive.

PURCHASING POWER — Can these households pay a repair ticket today without a lender? What tells you so?

TARGETABILITY — Who ranks in the map pack for your town? How many are local, how many route calls in from out of state?

THE VERDICT — Which ZIP codes clear all three? Which do you drop, and what would have to change to add them back?

Your Homeowner Avatar

Write this in her words, not yours. If a sentence sounds like a brochure, cross it out and write what she would say on the phone.

Who is she? Age, house, how long she has owned it, and whether anybody in the house is handy.

What is she afraid of? Write the fear, not the objection — the objection is only what the fear comes out as.

What has she already tried, and what exactly did she type into her phone before she found you?

What would make her hang up on you in the first thirty seconds? Write three things.

Personal Runway Worksheet

Every line your household spends in a month, including the ones you would rather skip. Total it, multiply by six, and write that number where you will see it.

MONTHLY PERSONAL EXPENSE	AMOUNT	COVERED BY (SAVINGS / SPOUSE / SIDE INCOME)

Demand by Month — Garage Door Service

The index is the national demand pattern for garage door repair. Pencil in what you expect to book, then come back in a year and write what actually happened.

MONTH	DEMAND INDEX	JOBS YOU EXPECT	REVENUE YOU EXPECT	WHAT YOU WILL DO IN THE SLOW MONTHS
Jan	1.54			
Feb	0.90			
Mar	0.85			
Apr	0.88			
May	0.94			
Jun	1.06			
Jul	1.03			
Aug	1.03			
Sep	0.95			
Oct	0.92			
Nov	0.94			
Dec	0.96			
Year				

Demand index: 1.00 = an average month for this trade nationally (source in Resources). Your ZIP will differ — pencil your own index in the slow and busy months.

Dream Outcome Builder

Result, timeframe, feeling. Written the way the homeowner would say it, not the way a brochure would.

In her words: what does she actually want to be true by tonight? Write the whole sentence.

The timeframe you can honestly promise. Today? A named hour? Write what you can be held to.

The feeling on the other side of it. What does she stop worrying about once the door works?

Now cross out every word she would not use. Rewrite the sentence below with what is left.

Obstacle → Solution Map

Fifteen reasons she does not buy, sorted into knowledge, skill, environment and psychology — then reversed into something your offer does about each one.

#	WHAT STOPS THE HOMEOWNER	CATEGORY	HOW YOUR OFFER REMOVES IT
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

Your Value Stack

One line per component. Score value to her and cost to you, then keep, demote to a bonus, or cut. Aim to finish with six to ten lines.

COMPONENT	PROBLEM IT SOLVES	VALUE TO THEM	COST TO YOU	KEEP / BONUS / CUT

Guarantee and Offer Name

Name the failure, name what you do about it, name what it costs her. Then name the offer after the outcome.

The failure you are willing to stand behind. Say it plainly, the way a customer would describe it.

What you do when it happens, and how fast. Write the version you could honour in your worst month.

What it costs her when you fail. Be exact — vague guarantees read as no guarantee at all.

Three names for the offer. Circle the one a homeowner could repeat to a neighbour from memory.

Service Area and Jobs You Will Not Do

A thirty-minute drive-time ring, not a mileage ring. Then the list of work you turn down on purpose.

The towns and ZIP codes inside your ring, and roughly how many minutes each one is from your driveway.

Where your closest distributor and parts counter sit, and what that means for what you stock on the van.

The jobs you will not do, and the exact sentence you will say when somebody asks you to do one anyway.

Your trip fee outside the ring, and who you hand the far calls to instead.

Ten-Competitor Scan

The first ten results in the map pack for your biggest town. Record what they promise, not what they charge — and note which ones are actually local.

COMPANY	GOOGLE RATING	REVIEWS	PRICE SIGNAL	THEIR PROMISE	GAP YOU CAN OWN

Drive-Time and Density Check

One row per town or neighbourhood inside the ring. Density is what pays, not distance. Fill this in from a map and one Saturday of driving.

TOWN / NEIGHBOURHOOD	DRIVE TIME	ERA OF HOUSING	GARAGES COUNTED	LOCAL COMPETITORS	IN OR OUT?

Your One-Liner and Positioning Statement

Problem, then plan, then success. Read it to somebody outside the trade and have them repeat it back.

The problem, in the homeowner's words. Start with her morning, not with your company.

The plan. Three steps or fewer, each one something she can picture happening.

The success. What her life looks like once the door works, said in one short sentence.

The whole one-liner, written out. Then the version you will actually say at a parts counter.

Entity, EIN and Bank Setup

Four things, one week. Date each line as you finish it so you can prove to a lender when you actually started.

- [ ] Decide the entity type with an accountant, and write down why you chose it — DATE
- [ ] File the formation documents in the state where you actually do the work — DATE
- [ ] Order a certified copy of the filing — vendor portals and banks ask for it — DATE
- [ ] Apply for the EIN directly with the IRS, free and online — DATE
- [ ] Open a business checking account in the company name — DATE
- [ ] Open a business credit or debit card and stop using the personal one — DATE
- [ ] Register with the state revenue department for sales and use tax — DATE
- [ ] Ask the revenue department how parts and labour are treated in your state — DATE
- [ ] Check every city inside your service ring for a business licence or registration — DATE
- [ ] Ask each building department whether a door replacement needs a permit — DATE
- [ ] Set up bookkeeping software or a spreadsheet before there is anything to record — DATE
- [ ] Put the entity name, EIN and licence numbers on one card in the truck — DATE

License Requirements by State — Garage Door Service

Where each state stands on licensing garage door work, with the board and the fee range. Find your row, then call the board and confirm before you spend anything.

STATE	LICENSE REQUIRED?	LICENSE	BOARD	FEE	EXAM
Kentucky	No statewide	—	Check city / county	—	No
Texas	No statewide	—	Check city / county	—	No
California	Yes	C-61/D-28 Doors, Gates and Activating Devices Contractor	Contractors State License Board (CSLB)	$200–$350	Yes
Florida	Yes	Certified Garage Door Installation Specialty Contractor	Florida DBPR / Construction Industry Licensing Board (CILB)	$145–$245	Yes
New York	No statewide	—	Check city / county	—	No
Pennsylvania	Yes	Home Improvement Contractor (HIC) Registration	PA Office of Attorney General	$100	No
Illinois	No statewide	—	Check city / county	—	No
Ohio	No statewide	—	Check city / county	—	No
Georgia	Yes	Residential-Basic Contractor	GA State Licensing Board for Residential and General Contractors (Secretary of State)	$210–$342	Yes
North Carolina	No statewide	—	Check city / county	—	No
Michigan	Yes	Maintenance & Alteration Contractor — Doors/Garage Doors specialty	Michigan LARA / Residential Builders' and M&A Contractors' Board	$195–$265	Yes

Rules change — confirm with the board before you spend a dollar.

Insurance Lines and Annual Cost Ranges

What each line covers and what it typically costs. Fill in the right-hand column with your own quotes, then keep this page where you can find it at renewal.

COVERAGE	TYPICAL ANNUAL COST	WHAT IT COVERS	YOUR QUOTE
General liability	$550–$2,000	Damage or injury you cause to others	
Workers comp	4.01–16.28 per $100 payroll	Your crew, hurt on the job	
Commercial auto	$600–$1,500	The truck and what it hits	
Bond	$4,250–$15,000	Bond face value required as part of contractor licensing varies by state; not universally required for garage door installers. Arizona ROC requires $4,250 (Residential Specialty Contractors) up to $15,000 (Residential General Contractors, $750k+ volume); California CSLB requires a flat $25,000 for all classifications including C-61/D-28 Doors, Gates and Activating Devices. Annual premium is typically 1-5% of the bond amount.	
Tools & equipment		Theft from the truck or site	
Umbrella		Above the GL limit	

Insurance Quote Log

Three agents, same coverages, same limits, on the same week. Anything else is not a comparison. Note who returned your call fastest — you will need that later.

CARRIER / AGENT	LINE	LIMITS	ANNUAL PREMIUM	DEDUCTIBLE	DECISION

Questions for Your Attorney and Accountant

One paid hour with each. Take this page. Write the answers on it and keep it, because you will be asked all of this again by somebody else.

- [ ] Which entity type fits the risk of working under a loaded door in someone's garage? DATE
- [ ] What has to be in my written work authorization before I put tension on a spring? DATE
- [ ] How do I handle a change when I open a door and find a cracked section behind the trim? DATE
- [ ] Does my state require a cancellation notice for work sold in the home, and what happens if I skip it? DATE
- [ ] What language limits my exposure for pre-existing damage to a floor, a car, or the framing? DATE
- [ ] How long do I have to file a lien in this state, and what notice has to come first? DATE
- [ ] Is sales tax owed on parts, on labour, or on the whole ticket in my state? DATE
- [ ] How should I pay myself before the company is profitable? DATE
- [ ] Which vehicle expense method fits a van I already own? DATE
- [ ] What has to be in place before a helper goes on payroll instead of taking cash? DATE
- [ ] What records do I have to keep, and for how long, if I am ever audited? DATE
- [ ] What do I do the first time a homeowner disputes a charge in writing? DATE

Equipment Budget — Garage Door Service

Day-one items first, later items below. Mark what you already own, then write what you actually paid so you can hand a real number to your accountant.

ITEM	LOW	HIGH	DAY ONE?	YOUR PRICE	BOUGHT
Cordless drill/driver + impact driver 2-tool combo kit	$124	$249	Yes		
Torsion spring winding bar set	$15	$50	Yes		
3-piece locking pliers / vise-grip set	$20	$30	Yes		
10 ft. fiberglass step ladder (Type IA)	$150	$300	Yes		
Mechanic's socket & wrench tool set (~200-pc)	$70	$190	Yes		
Hydraulic garage door panel lift/jack tool	$150	$250	Yes		
Safety glasses, hearing protection & work gloves kit	$15	$50	Yes		
25 ft. tape measure & torpedo level	$20	$60	Yes		
SAE/Metric hex key (Allen wrench) set	$15	$30	Yes		
28 ft. aluminum extension ladder	$300	$500	Later		
Cordless reciprocating saw	$89	$249	Later		
Cordless angle grinder	$59	$229	Later		
5-gal. wet/dry shop vacuum	$36	$140	Later		
Essential equipment	**$579**	**$1,209**			

Ranges are retail prices at the time of research (sources in Resources). Used and rental are the day-one shortcuts.

Total Startup Budget

Fill the right-hand column with your numbers, not the book's. Your van, your quote, your city's fees. Then add the reserve line and stop pretending it is optional.

LINE	LOW	HIGH	YOUR NUMBER
Essential equipment (previous page)	$579	$1,209	
Used cargo van (work vehicle)	$8,000	$16,000	
General liability, year one	$550	$2,000	
Launch marketing	$500	$2,000	
Licenses and permits			
Software and phone, 3 months			
Personal runway (chapter 1)			
Reserve (10% of the total)			
Total startup	**$9,629**	**$21,209**	

Funding Sources

Everything you could reach for, ranked by what it costs and what it can take from you if the first quarter is slow. Write down the ones you will not use, too.

SOURCE	AMOUNT AVAILABLE	COST (RATE / EQUITY / FAVOR)	SPEED	USE IT?

Client-Financed Acquisition Plan

The point is speed, not size. Write how the cash from job one gets into your hands fast enough to pay for finding job two.

How and when you collect on a repair. Write the exact sentence you say about payment before you start work.

Deposit policy on anything with a lead time: how much, why that much, and what it covers.

What one customer produces in cash in the first thirty days, and what it cost you to find and serve them.

The rule you will follow when those two numbers get close. Write the trigger and the action.

Typical Jobs and Price Ranges — Garage Door Service

National ranges with the hours each job takes. Work out the per-hour column, then write your own price beside it and see which jobs are actually paying you.

TYPICAL JOB	LOW	HIGH	HOURS	PER HOUR (HIGH ÷ HOURS)	YOUR PRICE
Torsion spring replacement	$200	$450	1.5	$300	
Cable replacement	$150	$300	1	$300	
Roller replacement	$100	$200	1	$200	
Garage door opener repair	$150	$400	1.5	$267	
Door panel repair/replacement	$150	$700	2	$350	
Track repair/realignment	$232	$420	1.5	$280	
New garage door installation (single door)	$754	$1,707	4	$427	
Garage door opener installation	$200	$500	2	$250	

Crews in this trade bill $75—$150 an hour (flat pricing). Technicians earn $19—$38 an hour.

Good / Better / Best Builder

Build the ladder for your most common call. Every tier has to be something you would genuinely sell, or she will feel the stunt and go back to price.

	GOOD	BETTER	BEST
Name			
What is included			
What is left out			
Price			
Guarantee			
Who buys it			
Anchor shown first?			

Break-Even Hourly Rate

Real numbers off your bank statement. Billable hours means hours a customer pays for, which is far fewer than the hours you work.

LINE	MONTHLY AMOUNT	NOTES
Your pay		
Insurance		
Vehicle + fuel		
Software + phone		
Tools + repairs		
Marketing		
Other fixed		
TOTAL monthly nut		
Billable hours per month		
Break-even hourly = nut ÷ hours		
Target margin %		
Your rate = break-even ÷ (1 − margin)		

Markup vs Margin Table

Run your ten most common jobs through this once. The gap between the markup you think you charge and the margin you actually keep is where the year goes.

JOB COST	MARKUP %	PRICE	MARGIN %

Your Attraction Offer

The first step small enough that yes is easy. Price it, name it, and write the three sentences you say on the phone.

What the visit includes, in the order you will actually do it. Write it the way you would say it to her.

The price, and how you explain that it comes off the repair. Write the exact wording.

The three findings you expect on almost every older door, and how you will document each one.

The name of the offer. Three candidates — circle the one she could repeat to a neighbour.

Upsell and Downsell Plan

One upsell you say on every job, and two downsells you are willing to make. Written down now, so you are not inventing them in a driveway.

The one upsell: what it is, what it costs, and the reason you attach when you say it.

Downsell one — change what she gets. Write the smaller real job that still leaves the door safe.

Downsell two — change how she pays. Terms, in writing, and what you will not do.

The sentence you say when she says no, so that no ends the sale and not the relationship.

Continuity or Referral Plan

The tune-up membership and the referral loop, side by side. Fill in the take-rate you expect and come back in a quarter to write what really happened.

PLAY	WHAT THEY GET	PRICE / REWARD	WHEN YOU OFFER IT	TARGET TAKE-RATE

Your Offer Ladder on One Page

Every offer you make, in the order a customer meets them, with the cash each one produces in the first thirty days. Tape this inside the van door.

STEP	OFFER	PRICE	WHEN YOU MAKE IT	CASH IN 30 DAYS
Attraction				
Core repair				
Upsell 1				
Upsell 2				
Downsell (what)				
Downsell (how they pay)				
Continuity				
Referral ask				

Job-Start Checklist

Before you put a hand on the door. Most of this is documentation, and documentation is what you will wish you had the one time something goes wrong.

- [ ] Confirm the address, the door count and what the door did when it failed — DATE ____
- [ ] Photograph the existing condition, inside and out, before touching anything — DATE ____
- [ ] Note pre-existing damage to the floor, the trim, the vehicle and the framing — DATE ____
- [ ] Confirm the parts on the van match the diagnosis you gave on the phone — DATE ____
- [ ] Inspect the ladder for cracks, loose rivets and a clean set of feet — DATE ____
- [ ] Set the ladder on level ground and check the footing before you climb — DATE ____
- [ ] Clamp the track below the bottom roller before releasing any tension — DATE ____
- [ ] Eye protection on before the first winding bar goes in — DATE ____
- [ ] Drop cloth staged where sections and hardware will land — DATE ____
- [ ] Tell the homeowner what you are doing and roughly how long it takes — DATE ____
- [ ] Confirm where she wants the vehicle while you work — DATE ____
- [ ] Confirm the price she agreed to before the first bolt comes out — DATE ____

Job-Close Checklist

The last four minutes are the only four minutes she can grade. Run every line, every time, including the ones that feel unnecessary on a good day.

- [ ] Balance test: door stays where you stop it, halfway and three-quarters — DATE ______
- [ ] Safety reversal test run in front of her, with an object on the floor — DATE ______
- [ ] Photo-eyes aligned, indicator lights steady, beam broken and re-tested — DATE ______
- [ ] Force and travel limits set, then the door cycled twice end to end — DATE ______
- [ ] Remotes, keypad and wall control programmed and demonstrated — DATE ______
- [ ] Old parts shown and boxed, or hauled away with her permission — DATE ______
- [ ] Floor swept and magnet run for screws, nuts and hardware — DATE ______
- [ ] Grease wiped off the concrete, not smeared into it — DATE ______
- [ ] Everything you moved put back where it was — DATE ______
- [ ] Invoice reviewed line by line before payment is taken — DATE ______
- [ ] Cycle rating and warranty written on the invoice in ink — DATE ______
- [ ] Review asked for out loud, then the link sent by text before you drive off — DATE ______

Family Worksheet

Ladders, weather and the clean-up standard. Write your own rules, sign them, and keep the page — your carrier assumes you have one.

Your written ladder rules. Type, duty rating, angle, footing, and what you inspect before every climb.

Your spring rules. Bars, clamping, what you never unbolt, and what you always wear.

Your weather policy: what you run in any conditions, what needs a window, and how you rebook.

Your clean-up standard, written so a helper could follow it without asking you a question.

Equipment Log

Ten minutes a month. It is also the page your accountant wants in January and the page your insurance agent wants after a break-in.

ITEM	BOUGHT	COST	SERVICE DUE	SERVICED	NOTES

Your Warm 100 — 1 of 2

A hundred people who would pick up if you called. Not prospects. Contacted means an individual message with their name in it, not a group text.

#	NAME	HOW YOU KNOW THEM	CONTACTED	RESPONSE	REFERRAL?
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					

Your Warm 100 — 2 of 2

#	NAME	HOW YOU KNOW THEM	CONTACTED	RESPONSE	REFERRAL?
26					
27					
28					
29					
30					
31					
32					
33					
34					
35					
36					
37					
38					
39					
40					
41					
42					
43					
44					
45					
46					
47					
48					
49					
50					

Lead Magnet Plan

One narrow problem, solved completely, that reveals the problem your offer fixes. Test three names on somebody outside the trade before you print anything.

ELEMENT	YOUR ANSWER
Narrow problem it solves	
Type (reveal / sample / one step)	
Delivery format	
Name (test three)	
Time to consume	
The next problem it reveals	
The offer that solves it	

LTGP : CAC Worksheet

Gross profit, not revenue. Lifetime, not one ticket. Fill it with real numbers from your own jobs and redo it every quarter.

LINE	AMOUNT	HOW YOU GOT IT
Average job price		
Gross margin %		
Gross profit per job		
Jobs per customer (lifetime)		
LTGP		
Marketing spend last 30 days		
New customers last 30 days		
CAC		
LTGP : CAC		

Rule of 100 — Daily Tracker

One of these, every working day, for a hundred days before you judge the channel. Mark the day you did nothing, too — that is the number that explains the rest.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
Cold reaches												
Warm reaches												
Content minutes												
Ad minutes / dollars												
Follow-ups sent												
Estimates booked												

WEEK NOTES

Estimate Visit Checklist

Run the visit the same way every time. Most of these cost nothing and all of them are things she can verify while standing there.

- [ ] Certificate of insurance emailed before you leave for the address — DATE
- [ ] Text on departure with your name, photo and arrival window — DATE
- [ ] Park on the street; walk up and introduce yourself before touching the door — DATE
- [ ] Ask what the door did, what it sounded like, and how long it has done it — DATE
- [ ] Ask what she has already tried — DATE
- [ ] Pull the release and lift the door by hand while she watches — DATE
- [ ] Work the full inspection out loud, naming each part as you check it — DATE
- [ ] Photograph every worn part before anything comes off — DATE
- [ ] Name one thing on the door she does not need to fix — DATE
- [ ] Present three options, top one first, with the reason before the price — DATE
- [ ] Ask the consequence questions before you ask for the sale — DATE
- [ ] Leave a written plan for whatever she does not buy today — DATE

Objections and Replies — Garage Door Service

What they say, what it really means, and your reply in your own words. Fill the third column yourself and read it out loud until it stops sounding like a script.

WHAT THEY SAY	WHAT IT REALLY MEANS	YOUR REPLY
Another company came out and told me I need a whole door.	I am holding one number I have no way to check, and I am hoping you will tell me the truth.	
Why is your service call more than the company advertising the cheap one?	I think the low number on the ad is the real number.	
Can you just tighten it up? I do not want to spend much right now.	I am afraid this is the beginning of an open-ended bill.	
My brother-in-law says springs are easy.	I am looking for permission not to spend this money.	
Can you come back next week when I have the money?	I want it fixed and I cannot pay all of it today.	
Do you have insurance?	If you get hurt in my garage, does that become my problem?	
I found the part online for a lot less than that.	I want to understand what I am actually paying for.	

Proof Kit for the Truck

Checkable things beat claims. Everything on this list can be verified by a homeowner standing in her own garage, which is what makes it work.

- [ ] Certificate of insurance ready to send from your phone in under a minute — DATE
- [ ] Licence or registration number printed on the invoice and the van — DATE
- [ ] A phone with storage free for job photos and a habit of taking them — DATE
- [ ] Cycle-rated springs with the rating written on the invoice — DATE
- [ ] A box for the old parts so she can see what came off — DATE
- [ ] The manufacturer instruction sheet for the safety reversal test — DATE
- [ ] Two local references who agreed in advance to take a call — DATE
- [ ] A written twelve-month workmanship warranty on one page — DATE

Review Request Script

Ask at the peak, which is the reversal test, not the invoice. Then send the link before you leave the driveway.

Your ask, word for word. Short enough to say without reading it off anything.

The exact moment in the job when you say it, and what you are doing with your hands.

What you send afterwards, on what channel, and how soon.

What you say when she says yes and then never does it. One follow-up, no more.

First-Hire Scorecard

Evidence, not feelings. If you cannot write something in the evidence column, the answer is no, however busy last Saturday felt.

SIGNAL	YES / NO	EVIDENCE
Turning away work weekly		
Working > 55 hours		
Callbacks rising		
Cash covers 8 weeks of wages		
A job description exists		
A training week is planned		
A 90-day exit plan exists		

30 / 60 / 90 Ramp Plan

What he can do alone by each mark, and what you will have seen with your own eyes to believe it. Day 60 is a decision, not a check-in.

MILESTONE	DAY 30	DAY 60	DAY 90

Pay Plan Builder

Every line here is a message about what you value. Write what each one rewards, and then write the behaviour it could accidentally produce.

PAY COMPONENT	AMOUNT / RATE	WHAT IT REWARDS	WHAT IT COULD ACCIDENTALLY REWARD

Org Chart at $250k, $500k and $1M

Draw the seats, not the names. Then write which seat you are personally sitting in today and which one you are trying to leave.

At the first level: who does what, and which jobs are still yours alone?

At the second level: what seat exists that does not exist today, and who fills it?

At the third level: what are you doing all day, and what have you stopped doing?

The one task you would hand over first if somebody competent walked in tomorrow.

Twelve-Month Forecast

Seeded with this trade's demand index. Fill in your own jobs, ticket and costs, then come back each month and write what really happened next to what you guessed.

MONTH	DEMAND INDEX	JOBS	AVG TICKET	REVENUE	COSTS	PROFIT
Jan	1.54					
Feb	0.90					
Mar	0.85					
Apr	0.88					
May	0.94					
Jun	1.06					
Jul	1.03					
Aug	1.03					
Sep	0.95					
Oct	0.92					
Nov	0.94					
Dec	0.96					
Year						

Demand index: 1.00 = an average month for this trade nationally (source in Resources). Your ZIP will differ — pencil your own index in the slow and busy months.

Cash Flow Log

One line a week. Deposits held is the column everybody skips and the one that will fool you — that money belongs to somebody else's door.

WEEK	CASH IN	CASH OUT	BALANCE	DEPOSITS HELD	NOTES

Profit First Allocations

Your percentages, not a book's. Start small enough that it does not hurt, then move each one a point at a time every quarter.

ACCOUNT	TARGET %	THIS MONTH $	ACTUAL %
Income (100%)			
Profit			
Owner pay			
Tax			
Operating expenses			
Materials / subs pass-through			

KPI Scorecard — Garage Door Service

Pre-filled with this trade's benchmarks. Do not run all of them. Pick three, run them weekly for a quarter, and add one only when the first three are boring.

MEASURE	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12
First-time fix rate (target 80%)												
In-home estimate close rate (target 85%)												
Service-to-maintenance-plan conversion rate (target 30%)												
Callback / redo rate (target 1%)												
Technician utilization rate (target 75%)												
Average repair ticket (target 375 USD)												
5-star review rate per technician (target 75%)												
Annual revenue per team member (target 170,000 USD/yr)												

WEEK NOTES

Monthly P&L

Twelve lines and a total. If you fill this in every month for a year you will know more about your business than most contractors learn in five.

MONTH	REVENUE	MATERIALS + SUBS	LABOR	OVERHEAD	NET PROFIT

Days 1–30: Get Cash

One goal: a paying job from somebody who is not related to you. Put a date beside every line before you start, not after.

- [ ] Entity formed and certified copy ordered — DATE
- [ ] EIN obtained directly from the IRS — DATE
- [ ] Business bank account and card opened — DATE
- [ ] General liability and commercial auto bound; certificate saved to your phone — DATE
- [ ] City and county registration questions answered for every town in your ring — DATE
- [ ] Distributor account opened and the first spring inventory bought — DATE
- [ ] Van shelved out, ladder racked, parts organised by size — DATE
- [ ] Attraction offer written and priced, with the phone wording — DATE
- [ ] Service ring drawn and the jobs-you-will-not-do list written — DATE
- [ ] Warm hundred written down and the first fifty messages sent — DATE
- [ ] Google business profile claimed and filled in completely — DATE
- [ ] First paying job completed, paid, photographed and reviewed — DATE

Days 31–60: Get More Cash

Same jobs, more sentences. This is the month you stop being a technician who takes calls and start being a company that runs a process.

- [ ] The one upsell said on every job, once, with the reason attached — DATE
- [ ] Written plan for unbought work left in the customer's hand every time — DATE
- [ ] Review link sent from the driveway on every completed job — DATE
- [ ] Second fifty warm messages sent and the responses logged — DATE
- [ ] Price raised one step on the scheduled book, not on emergency calls, held for twenty jobs — DATE
- [ ] Close rate counted before and after the raise — DATE
- [ ] Job-start and job-close checklists run on every single call — DATE
- [ ] Two-week follow-up text sent on every job from month one — DATE
- [ ] Agents, inspectors and property managers list built and first ten contacted — DATE
- [ ] Cost per lead and cash collected tracked weekly on one page — DATE
- [ ] One channel chosen and worked daily under the Rule of 100 — DATE
- [ ] First month's books closed and the P&L filled in — DATE

Days 61–90: Get the Most Cash

The compounding month. Everything here keeps paying after you stop pushing on it, which is the only kind of work that gets you out of the van.

- [ ] Tune-up membership priced, printed on the invoice and offered on every job — DATE
- [ ] Membership take-rate counted against the benchmark — DATE
- [ ] Referral ask added to the two-week follow-up message — DATE
- [ ] Safety-check cards printed and delivered to every inspector and agent on the list — DATE
- [ ] Second price raise if the close rate stayed high after the first — DATE
- [ ] Missed-call log pulled and the cost of it written down — DATE
- [ ] First-hire decision made out loud: a date, or the conditions that set one — DATE
- [ ] One-page job description written for whichever seat that is — DATE
- [ ] Insurance and classification questions asked of the agent and the accountant — DATE
- [ ] Profit First accounts opened and the first two allocations made — DATE
- [ ] Twelve-month forecast filled in using the demand index — DATE
- [ ] Ninety-day review written: what worked, what did not, what changes — DATE

Milestones and Tripwires

A milestone without a tripwire is a wish. For every line, write the early signal that tells you it is going wrong and what you will do that same week.

MILESTONE	TARGET DATE	TRIPWIRE (WHAT TELLS YOU IT IS OFF)	HIT?

Decision Log

Date, decision, why, revisit date. It looks like paperwork. It is memory, and in eight months it will end an argument you are having with yourself.

DATE	DECISION	WHY	REVISIT ON