

	Canadian Association of Movers																	
	Profit Enhancement Workshop - Measuring for Success																	
	Kathi Barry Albertini - Management Growth Institute																	
	All Groups			Group 1 \$0.5 to 1.0m			Group 2 \$1 to 2m			Group 3 \$2 to 5m			Group 4 5 to 10			Group 5 10+		
	MIN	MAX	MED	MIN	MAX	MED	MIN	MAX	MED	MIN	MAX	MED	MIN	MAX	MED	MIN	MAX	MED
Storage revenue per square foot	7.81	50.00	14.48	7.81	13.58	9.20	8.88	34.64	13.55	11.93	16.21	13.76	16.13	26.70	21.99	15.43	50.00	20.32
household goods	7.29	50.00	14.81	7.29	13.58	7.81	8.88	34.64	13.55	13.38	16.21	15.02	16.13	24.05	21.99	14.80	50.00	20.32
commercial goods	0.00	39.05	0.00	0.00	0.00	0.00	0.00	12.45	0.00	0.00	0.00	0.00	0.00	39.05	0.00	0.00	39.05	0.00
records	0.00	17.79	0.00	0.00	17.79	0.00	0.00	12.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operating labour (less sales) as a % of total operating revenue	30%	61%	52%	38%	61%	52%	43%	61%	50%	30%	56%	53%	54%	60%	59%	31%	55%	52%
Local labour as a % of total local revenue	0%	99%	43%	23%	63%	39%	43%	63%	47%	0%	59%	43%	0%	41%	33%	0%	99%	43%
Labour as % of packing	0%	91%	21%	23%	91%	29%	18%	69%	26%	0%	21%	17%	0%	22%	21%	0%	37%	21%
Total packing material as a % of total	2%	159%	23%	23%	159%	23%	15%	28%	23%	13%	23%	22%	2%	37%	22%	13%	33%	18%
Total damage claims as a % of total	0%	4%	1%	0%	3%	2%	1%	4%	1%	0%	2%	2%	1%	4%	1%	1%	2%	1%
Salesperson cost as a % of total operating	4%	20%	6%	4%	9%	5%	5%	10%	6%	4%	9%	6%	4%	15%	10%	4%	20%	6%
Salesperson HHG cost as a % of total	0%	13%	5%	4%	8%	5%	4%	10%	6%	0%	9%	5%	4%	13%	10%	2%	6%	3%
Salesperson O&I (office & industrial) cost	0%	16%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	16%	0%
Sales expenses as a percent of total	4%	14%	6%	4%	8%	6%	4%	10%	7%	4%	12%	6%	4%	14%	9%	4%	7%	7%
Sales expenses per salesperson	17,038	137,996	56,123	17,038	66,603	38,178	36,637	66,603	46,673	41,116	77,515	64,324	70,641	137,996	84,866	60,538	111,835	80,000
Sales per employee	37,989	248,638	94,208	37,989	56,177	52,406	56,055	88,505	67,628	100,175	136,554	115,046	97,374	120,281	99,960	91,042	248,638	102,500
Sales per salesperson	462,920	3,170,141	843,672	462,920	786,480	649,604	477,162	1,038,412	679,994	639,735	1,259,989	922,397	941,286	1,964,588	965,240	900,864	3,170,141	1,230,000
Sales per overhead employee	147,637	763,630	393,679	147,637	327,700	173,595	294,289	489,729	371,886	227,589	763,630	410,052	313,762	435,038	415,054	307,500	551,329	406,711
Advertising expense as a percent of	1%	8%	2%	4%	8%	5%	1%	5%	2%	2%	8%	2%	2%	4%	2%	1%	4%	2%
Total repairs & maintenance as a % of	0%	6%	4%	3%	5%	4%	3%	6%	4%	0%	4%	3%	0%	4%	3%	1%	4%	3%
Total repairs & maintenance as a % of	0%	29%	6%	4%	10%	8%	5%	29%	7%	0%	7%	5%	0%	8%	5%	2%	6%	6%
Profit as a % of revenue before taxes	-32%	9%	2%	-32%	2%	-7%	-32%	8%	0%	-15%	8%	6%	2%	9%	6%	-3%	8%	0%