



Experience You Can Trust

SALES MANUAL

© COIT Services, Inc. All rights reserved.

FOREWORD

We have written this manual to provide you with a specific understanding of our operating techniques and procedures. This manual is also intended to familiarize you with important information about customer service and various other procedures. It is also intended to be used as a training and reference guide to help you avoid and solve problems you encounter in the field. For more details about this information, please contact your direct supervisor, or the Chief of Operations at (800) 243- 8797 ext. 100.

This manual has been provided by COIT Services, Inc. The manual was produced for the specific use of COIT Corporate owned companies. COIT Services, Inc. has made this manual available to COIT Franchisees to provide general guidelines, but cannot and will not enforce COIT Franchise owners to abide by these policies and procedures. It is the responsibility of each Franchise owner to establish and enforce their own policies and procedures.

This manual in no way carries every selling technique or objections, please attend your weekly sales meetings and webinars for more information.

1. Introduction

This manual is dedicated to the **Employees and Franchisees** of COIT Services. Since 1950 Coit has serviced millions of customers in markets throughout the United States, Canada, and Thailand. As an organization we are proud of our accomplishments and of being a leader in our industry. I believe sharing the experience we have gained over the years is imperative for our continued growth as an organization.

We are only as successful as the combined efforts of the individuals who make up our organization and serve our customers. It is the loyalty and dedication of our Employees and Franchisees that have made this company great. Continuing our tradition of success requires a willingness to learn our philosophies and systems, and a desire to provide superior service to our customers. Use the information and experience in this manual as a valuable resource for your growth and in the improvement of our organization.

I wish you great future success and thank you for being part of the Coit family.

Robert Kearns

President and Chief Executive Officer

About COIT

COIT is a world leader in drapery, carpet, upholstery, area rug and hard surface cleaning. COIT is unique in its ability to deliver to the marketplace complete home cleaning services including carpet, upholstery, drapery, area rug, air duct, tile and grout, and natural stone cleaning and emergency services and restoration services.

In 1950, Louis J. Kern started COIT Drapery Cleaners, Inc. in San Francisco in a small garment cleaning shop in North Beach at the base of Telegraph Hill. At the peak is COIT Tower, the company's namesake, and a famous San Francisco landmark. It was here that the first specialized drapery cleaning plant was created.

In true pioneer spirit, Lou Kern made an immediate contribution by creating drapery cleaning as a specialized industry and by offering a full replacement guarantee. This guarantee against shrinkage and damage is the foundation upon which the COIT organization grew. As business rapidly expanded, the plant capacity and staff increased and prominence in the Bay Area grew.

In 1964, COIT began expansion into additional marketplaces through franchising. By sharing the concept of advertising, sales and quality drapery cleaning with other cleaners, Lou Kern was able to build a national franchise company. By the mid-1970's, the formation of a strong team of COIT divisions and franchises was under way. COIT adopted carpet and upholstery cleaning as part of the service package in the early 1970's and became the first full service home cleaning company.

Today, COIT operates in over 60 locations throughout North America and Europe through its' franchise operations and company owned divisions. Company owned divisions include: Houston, Los Angeles area, Orange County, Phoenix, San Diego, San Francisco, and Seattle.

Through acquisitions, expansion into new franchise markets and the offering of additional services, COIT continues to strive for market leadership. Our ability to be on the "cutting edge" of our industry rests with our ability to attract and foster our individual employee's growth within our organization. Every employee contributes to the COIT image, and we hope you will enjoy your role in making COIT great!

Corporate Value Statement

WE believe that for our organization to be successful, the people that form our company must work together, not just in day to day activity, but in spirit. It is important that we envision a common goal based on shared philosophy and beliefs. We feel that our company must have certain convictions and principles by which it can guide and direct its course of direction. We believe that "**why our company is in business**" is as important as how we conduct our business. The following statements describe the philosophies upon which our company's future growth and ongoing effort towards success rest.

WE hold a strong belief that excellent customer service will always be the key to our success. Every person who holds a position in our organization is a **CUSTOMER SERVICE REPRESENTATIVE**, regardless of their day to day activities or position. Only by providing consistent high quality service to our customers, will COIT continue to prosper and grow. Each customer is entitled to the highest quality workmanship technically possible, provided in a professional, courteous and prompt manner. COIT's number one priority will always be customer service, and our aim is to create an overwhelming positive impression on all customers.

WE have a firm belief that every person who is part of our organization is vital and necessary to our success as a company. Every person in the organization contributes their personal imprint upon the COIT image. Every person who works in our company deserves respect, dignity, and recognition for their contribution to our future growth and success.

WE are committed to attracting and retaining a high caliber workforce of loyal, dedicated people. We value people who can best demonstrate our dedication to customer service, as well as contribute to an environment of cooperation in the workplace. It is imperative that our work environment is free from discrimination, encourages frank and open dialogue, and recognizes outstanding contributions that enhance our company values and supports top performance.

WE are dedicated to creating a financially stable company. We are committed to a reasonable return on investment, in balance with our concerns for quality customer service, internal stability and aggressive business growth. It is important that every person understands that their role in our company contributes to profit, and that profit creates growth. It is through company growth that opportunity and growth for the individual is created.

WE are resolved to create a safe and stable work environment for our people. We will abide by all federal and state regulations in the work place to protect our people as well as the environment. We will endeavor to provide the highest quality in buildings, vehicles and equipment to better service our customers and provide a safe environment for our people.

WE have a conviction that we are an integral part of our community and that corporate citizenship is important to the improvement of the quality of life in our communities. We encourage our people to be active in civic organizations and will contribute time, money, and service to worthwhile organizations and projects.

OUR MISSION

COIT is committed to provide the highest quality, guaranteed services with pride, efficiency and convenience for our valued customers.

To achieve our mission we commit to:

- ◆ **Clean, protect and restore**
- ◆ **Obtain brand identity**
- ◆ **Offer guaranteed services**
- ◆ **Be profitable**
- ◆ **Merit industry leadership through innovation**
- ◆ **Continued communication with our customers**
- ◆ **Continued staff improvement through training and education**
- ◆ **Support the communities in which we operate**
- ◆ **Secure market leadership**
- ◆ **Provide highest quality work environment**
- ◆ **Continually expand our markets**

The COIT 4R Cleaning Guarantee

COIT guarantees to clean your draperies, carpets, upholstery and area rugs to your complete satisfaction at the agreed upon price.

If you are not completely satisfied with our service, COIT will:

Reclean: any areas or items to your satisfaction. In the unlikely event you are still not satisfied with the results, we will;

Refund: your money. In the unlikely event of any damage caused by COIT, COIT will:

Repair: the damage at its expense or, if the item cannot be repaired, COIT will;

Rectify: the problem by crediting you with the item's present actual cash value* towards a replacement of a like kind from a COIT source upon payment of the cleaning charges.

*As determined by customary insurance industry standards.

Customer Service Philosophy

It is the intention of COIT Services to provide superior customer service in all phases of operations. It is necessary for all employees to understand that each and every employee, regardless of position, is considered a customer service representative. It is the responsibility of each employee to take each phase of his or her training seriously and conscientiously, and to continually strive to bring their level of performance up to the highest possible attainable standards. Our customer service philosophy includes, but is not limited to the following:

Our customer is our most valued asset, and is always to be treated with the utmost courtesy and respect.

EACH EMPLOYEE'S first and foremost responsibility is to assure the complete satisfaction of every customer by providing quality workmanship, convenience and innovation in all areas of performance.

EACH EMPLOYEE is to act in a professional manner at all times while in the customer's home or business, or while representing the company in any capacity.

EACH EMPLOYEE in contact with the public is expected to maintain his or her appearance in accordance with the guidelines set forth by the company.

EACH EMPLOYEE is responsible for keeping time commitments to our customers, or in the unlikely event the commitment cannot be made, to communicate with the customer at the earliest possible moment to avoid any inconvenience to the customer.

EACH EMPLOYEE is to be honest and forthright in all communication with the customer and to document such communication if necessary in a clear and concise manner.

EACH EMPLOYEE is expected to report inoperable company vehicles and equipment to assure that our customers can be serviced without delay.

EACH EMPLOYEE is expected to avoid at all cost, conflict or confrontation with our customers, or any potential customer.

EACH EMPLOYEE is expected to take the initiative to rectify any problem the customer may perceive, regardless of the size of the problem, or the area of responsibility.

EACH EMPLOYEE is expected to recognize when he or she lacks the ability to resolve a problem, and to seek assistance and training from a more experienced source.

2. Your Responsibilities

JOB DESCRIPTION

SALES TECHNICIAN

TITLE: Residential Sales Representative
DEPARTMENT: Sales
REPORTS TO: Sales Manager, Operations Manager or General Manager
STATUS: Exempt
POSITION SUMMARY:

At assigned customer location, qualifies the job and provides customer with job price, selling additional products and services and picking up customer goods as appropriate. Maintains high standards of sales and customer service performance.

ESSENTIAL FUNCTIONS:

- Be a good ambassador/representative for COIT Services, Inc.
- Maintains high level of personal grooming and appearance.
- On a daily basis, wears neat, clean company uniform including badge.
- Provides prompt and professional service to all customers. This includes being polite, courteous and respectful.
- Completes customer service schedules on time. Keeps internal personnel informed of daily schedule.
- Contacts each customer on the assigned daily route list and verify appointment time. Notes any reschedules and turns in route sheet to manager prior to starting the route.
- Correctly identifies fabric types, window coverings, upholstery or rugs to determine appropriate pricing.
- In the customer's home identifies spots, stains and damage and brings these to the customer's attention
- Determines customer requirements and provides customer with legible copy of invoice containing accurate pricing information, following company guidelines and pricing structures.
- Prepares invoice and qualifies the job in writing while at the customer's home. Explains company guarantee and risk policies. Correctly determines risk and obtains customer's written approval. Note risks by checking appropriate boxes on invoice, and has customer initial that they have been told of the risk. (i.e. shredding).
- Measures how far draperies are from the floor and notes that information on the invoice.
- Demonstrates professional knowledge of all company products and services.
- Asks customers for additional business and successfully sells add-on services and products (succession sales/builds) .

- Maintains performance at the required minimum acceptable statistical sales standards.
- When necessary, reviews customer claims and adjustments. Follows established policies and resolves customer concerns to satisfaction of company and customer. If there is a claim and the technician had not noted a risk on the invoice, then the representative is to contact the customer and start claim proceedings.
- On a daily basis, accurately completes customer invoices, route list and supporting documents.
- Satisfactorily completes daily check-out and check-in procedures.
- Follows all applicable legislation and policies for safe operation of vehicle and equipment.
- Maintains cleanliness of truck, equipment, tools and uniform conforming to company guidelines.
- Operates company vehicle with good judgment, obeying all laws and rules of the road.
- Maintains an acceptable driving record.
- Meets corporate standards for attendance and timeliness.
- Maintains effective working relationships and acts in a manner most beneficial to the company.

OTHER DUTIES:

- As assigned, assists in the training of new employees.
- Attends sales/training meetings as required.
- All other duties as assigned.

REQUIREMENTS:

- High School completion or equivalent experience.
- Industry experience helpful (drycleaning/carpet cleaning). Outside sales experience helpful.
- Driver's license with acceptable driving record.
- Ability to perform basic mathematical equations.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Traveling to each job location requires the safe operation of a company vehicle.

This position description in no way states or implies that these are the only duties to be performed by this employee. The employee will be required to follow any other duties upon the request of the supervisor.

COIT Presentation Folder

When you have finished your training, you will receive a presentation manual. This binder is designed to be a combination sales tool and operational assistant. It is also designed to create a more professional and consistent image of our company to the customer and to provide a ready reference for information required every day.

The three-ring section of the binder includes:

- Divisional price guidelines
- Monthly check-in calendar
- Listing of local propane fuel stations
- Emergency phone numbers
- Credit card authorization information
- Laminated sales aid describing key benefits of specific services
- COIT brochures
- Current advertising information
- Miscellaneous handouts

Sales Calendar

The presentation binder also has a sales, or check-in, calendar. Sales technicians write down statistics at the end of each day, and bring the presentation folder to the check-in counter so that it can be reviewed and initialed by management. The calendar allows both you and management to analyze your performance quickly and easily. This keeps check-in from becoming "bogged down" in clerical procedures, and allows management to have quality time to discuss performance and sales goals with technicians. Figure 0-1 is a sample sales, or check-in, calendar; below the sample are instructions for completing it.

Oct-99		Name _____						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY		
Mngt Initials								
Factor								
APS %								
1st Tag								
1st Tag %								
2nd Tag								
2nd Tag %								
# of								
RTO's								
Total \$								
3	4	5	6	7	8	9		
10	11	12	13	14	15	16		
17	18	19	20	21	22	23		
24	25	26	27	28	29	30		

Figure 0-1

Filling out a sales calendar

- The technician's name goes at the top.
- Mngr Initials - is where the manager reviewing the calendar at check-in puts his or her initials.
- APS% - The actual productive stop percentage is calculated by taking the number of stops where a technician entered the home and gave an estimate, and dividing by the number of scheduled stops the technician was assigned.
- 1st Tag \$\$ - First tag dollars is the total revenue generated from all front jobs sold that day.
- 2nd Tag \$\$ - Second tag dollars is the total revenue generated from all succession sales made that day.
- # of RTO's - Resolicit office is the total number of estimates left from that day. Resolicit office is discussed in the Information You Should Know chapter.
- Factor - The factor, also called the bottom line factor, is made up by multiplying three numbers: (APS%) x (1st Tag %) x (the average revenue for jobs sold) = Factor
- 1st Tag % - the percentage of jobs that are front jobs.
- 2nd Tag % - the percentage of jobs that are succession jobs.
- Total \$\$ - total revenue sold that day.

Sales Statistics

The Sales department evaluation contains statistics that are discussed in general during your departmental meetings. Your own statistics are reviewed as part of your evaluation. The statistics measure:

- The number and percentage of BLINDS
- Your number of actual productive stops and the percentage
- Your number of FJS and the percentage
- Your number of SJS and the percentage
- The average dollar amount of what you sold
- The dollar amount of what you sold
- Your Bottom Line Factor

Vehicle Rules and Responsibilities

- All new technicians must pass a driving test before driving company-owned vehicles.
- Operate company vehicles safely and legally at all times. Remember that you are an ambassador for the company. Show the utmost courtesy and respect to other drivers on the road, regardless of the circumstances.
- You must possess a valid driver's license to drive a company vehicle.
- Sales, revisit, and on-location personnel spend a great amount of time driving. From your first day of employment, be aware of this high exposure, and take special care when driving.
- Wear seat belts at all times when driving company vehicles.
- COIT strictly prohibits the use of, or being under the influence of, drugs or alcohol while at work or while in a company vehicle. This includes meal and break time.
- Only COIT employees are permitted in company vehicles. Company vehicles are for business use only.
- Drive vehicles directly and promptly from COIT's premises to the first assigned service stop. At the end of the route, drive the vehicle directly and promptly back to COIT's premises.
- You are responsible for moving or parking violations. If you cannot locate a legal parking space while on a service call, and you have made every effort to do so, get management's permission to park illegally at company expense. Do this before receiving a citation!
- Every quarter, management reviews the driver's license and DMV record of each employee that drives a company vehicle. Management only permits employees with valid drivers' licenses and acceptable driving records to drive company vehicles. We use a point system similar to the Department of Motor Vehicles system to determine each employee's driving record. The Employee Handbook explains the point system in detail and describes the progressive disciplinary action taken for violations.
- COIT maintains all company vehicles in safe operating condition. Immediately report needed repairs to the maintenance department. You are not required to drive a vehicle that you think is unsafe, but you are required to inform management of the condition immediately.
- You are not required to drive in unsafe road conditions, for example ice, heavy rain, snow, or flooding. However, let the office know what kind of conditions you have and about how long you will be delayed.
- Keep your company vehicle clean at all times, both inside and out. Other employees may be assigned to drive your vehicle when necessary, even though the vehicle is normally assigned to you. COIT is not responsible for your personal items or tools, so take them out of the vehicle when you are not using it.
- If you are assigned to drive another employee's assigned vehicle, treat it as if it were yours.
- If you find that your assigned vehicle is not in the same condition you left it in, report it to management immediately.

- Check your vehicle's headlights (high and low beams), brake lights, backup lights, turn signals, brakes, steering, clutch, fluid levels, and the emergency brake every day. Check the outside of the vehicle before leaving COIT and when you come back. Report scratches or dents.
- Take the keys out of the vehicle when you are not using it.
- Report breakdowns immediately. The maintenance department will tell you what to do next.
- Fuel your vehicle every day, whether it uses gasoline or propane. Never think you have enough fuel to get by. You never know when you may need more fuel than you think (additions to your route, bad weather, etc.). Also, propane is hard to find in many areas. You may lose a lot of time and money if you do not fuel your vehicle properly.
- Always know what is behind you before you back up. If your vehicle has a backup bell, most people will hear it, but people who are hard of hearing, or unattended cars, will not!

If You Have an Accident

- Place flares or direct traffic to protect against further damage or injury.
- Care for the injured. Give or seek first aid following approved first aid procedures.
- If you are not injured, get all the information needed to complete a vehicle accident/incident report.
- Get the names, addresses, and telephone numbers of any witnesses.
- Take Photos
- Do not talk or write about the accident with anyone except company representatives, or as required by police officers.
- Do not move any involved vehicles when the accident causes injury or major property damage, unless directed to by traffic officers.
- Do not try to be a hero. Get medical help if you are hurt in any way. We care about you!
- Report all accidents, regardless of the amount of damage or injury. Complete and sign a vehicle accident/incident report, have your supervisor sign it, and submit it within 24 hours of the accident.

Safety and You

Employee safety is an integral part of our operations. From time to time you will be shown videos on different safety issues, such as how to lift properly. Safety bulletins are also posted in your meeting rooms. Please take time to learn about these safety issues. Accidents are not only expensive for the company, but more important, they can be devastating to you. One

moment of carelessness can cause a painful injury that you literally could be forced to live with the rest of your life. Speak to anyone who has ever injured their back. It is not something you would want to learn to live with, nor do you have to. If you follow some simple precautions, and stay alert, you should reduce your chances of having a problem.

- Learn how to lift properly. If you do not know how, ask to see the video on proper lifting techniques.
- Never overload yourself. Take the few minutes to make that extra trip.
- While on a customer's premises, be aware at all time of steps, tripping hazards, uneven ground, loose rugs, small children, animals, etc. Most accidents happen while your hands are full and your peripheral vision is impaired.
- Avoid lifting large area rugs by yourself. Schedule a helper to assist you.
- If you must move furniture, use proper lifting techniques. If the furniture is too heavy, schedule a helper to assist you. Use COIT's skidders where appropriate.
- Be very careful lifting wet area rugs. Even small or medium sized rugs become three times heavier when saturated.
- Make sure your ladder is maintained properly.
- Never use a metal ladder near electricity.
- Always climb the ladder with both hands free. Place drapes on the tray or over your shoulders while ascending or descending.
- Beware of dogs. If you feel uncomfortable around the animal, ask the customer to put it in another room while you work. If you arrive at the customer's home, the dog is in the yard, and it does not seem friendly, call the office and have them contact the customer.
- Take the few extra minutes to check out your vehicle before you leave on your route. This is for your safety.
- Slow down when it is raining! Many years of experience have taught us that most vehicle accidents happen under poor road conditions.
- Drive defensively. You may know exactly what you are doing, but watch out for the other guy.

Suggested Sales Technician Supply List

Being well organized will save you time and embarrassment when you are on your route. The following is a list of supplies you should have on hand at all times. Check your supply each day to make sure you have all the items on the list. Supply list subject to change.

Supplies:

- Presentation folder
- Maps
- Pens

Tools and Hardware:

- Phillips screwdriver
- Standard screwdriver
- 1/4" nutdriver

- Calculator
- Extra invoices
- Alteration reports
- BIP forms
- Not home door hangers
- COIT brochures
- Business cards
- Any current promotional handouts
- Area rug new padding samples
- Wired tags to label area rugs
- Drapery pick up bags
- Current advertised special
- Copy of COIT guarantee
- 1" wide tape measure (25')
- 3' ladder

3. Information You Should Know

Commonly Used Terms

Addition

An addition is an extra stop given to you after you receive your route. Normally it is given over the telephone after you have left the office.

Adjustment

An adjustment normally refers to returning to the customer's home to take care of a problem we have created. There is also an invoice adjustment, which refers to a price discount.

Amount

The amount is the dollars collected, or to be collected, on an order.

Adjusted On-Location

Adjusted on-location refers to a drapery or area rug problem that has been taken care of at the customer's home and therefore, the goods are not returned to the plant.

Actual Productive Stop

Actual productive stop numbers appear on several reports and are normally used for statistical purposes. The formula differs for each department, but basically it is: scheduled stops, minus not home, minus reschedules, minus cancellations equal actual productive stops.

Area Rug Service

Area rug service is a term used for any work performed under the area rug category — cleaning, repair, guard, etc. Refer to the list of services for further information.

Back In Plant

Back in plants are customers' goods that have been returned to the plant in order to correct a problem.

Back-On-Route

Back-on-route is a stop that has been rescheduled. This is a statistical number.

Build

A build is an additional sale of the same service (drapery, area rug, or on-location) that was not made by the original salesperson.

Blind

If you take the initiative to contact potential customers on your own, and make a sale as a result of that contact, the sale is a blind. This must be a new customer and does not apply to customers that have already used COIT before.

Canceled-Before-Route

A scheduled sales stop that the customer cancels before the route date is a canceled-before-route. This number is used for statistical purposes.

Cash and Carry

A cash and carry job is a job brought in and picked up by the customer. Occasionally we will deliver a cash and carry order upon the customer's request.

Confirmed Pick Up

A confirmed pick up occurs when a salesperson visits the customer's home, estimates the drapery or area rug service, then returns at a later date to pick up the goods.

Customer Will Call

If a customer is unsure of the delivery date they want (normally because of painting, moving, etc.), we will hold their goods for up to 30 days. The customer calls when they are ready for the delivery. This is called customer will call.

Delivery Adjustment

A delivery adjustment is when we are returning the customer's goods after they have been in the plant for adjustment.

Delicate Neutral Process

Delicate neutral process is a process used in the plant for draperies or drapery linings that are extremely weak.

Drapery Service

Drapery service is a term used for any work performed in the drapery category, such as cleaning, repair, relining, and overhead fixtures. Refer to the list of services for further information.

Estimate

An estimate is a job that has been priced, but the work has not been scheduled.

Future Pick Up

A future pick up is the same as a confirmed pick up.

How Paid

How paid is the payment method the customer chooses to use after the service has been performed. Payment methods can be cash, check, credit card, or charge.

In Process

An in process job is one which we have not completed the first trip; we must return to finish some work. A job may be in process several times, such as in the case of water damage. This does not include returning to a home to correct an issue or problem that we have created.

In the Door

In the door refers to a percentage found in departmental evaluations. The in-the-door percentage (ITD%) tells us how many scheduled stops we actually got to, even if a scheduled stop has been not home, or has been rescheduled one or more times.

Labor

Labor is work performed in a service area which involves either extraordinary time or physical work. For instance, a drapery installation which involves complicated overhead fixtures that will take a great deal of time to install will have a labor charge. Water damage that requires carpet removal, pad replacement, and carpet reinstallation is physically difficult and will have a labor charge. A customer may have lots of heavy furniture on an area rug which must be removed and replaced. A labor charge will apply. Labor charges are priced by experienced technicians and approved by management.

Miscellaneous

A miscellaneous stop is any stop that does not count statistically. Miscellaneous stops rarely have anything to do with a customer. They are normally requests to pick up or deliver an item for the office or plant.

New Order

New orders refer to new retail goods being purchased by the customer.

On-Location Service

On-location service is any work performed in the on-location category, such as cleaning, repair, stretching, etc. Refer to the list of services for further information.

Price and Do

A price and do is an on-location stop which the office has scheduled. A salesperson has not visited the location. The on-location technician finalizes the price at the location and proceeds with the work.

Problem Stop Caused

Problem stop caused is the number of on-location adjustments or a request from a customer to return to their home because they are not happy with the service provided.

Pick Up Adjustment

A pick up adjustment is a request from a customer to return to their home because they are not happy with the service provided.

Reject

A reject is a job where the salesperson or on-location technician feels we cannot successfully clean the customer's goods.

Resolicit Office

A resolicit office occurs when the office telephones the customer attempting to close the sale after giving an estimate without scheduling the work.

Scheduled Service Stop

A scheduled service stop is a stop in any service area that has been scheduled. This number is used for statistical purposes.

Succession Sales

A succession sale is a sale made by the salesperson in any service area other than the first service area requested by the customer.

Telemarketing Invoice

The telemarketing staff contacts potential customers, and customers with whom we have done business in the past, to make appointments for giving estimates or providing service. The invoice written is called a telemarketing invoice.

Work In Process

Work in process refers to customers' draperies and area rugs that are in the plant and have not yet been delivered.

Abbreviations

Abbreviations are commonly used in documentation for our operations. Please take the time to become familiar with the following list, and refer to it when you find an abbreviation you do not understand.

ADD	ADDITION	LAB	LABOR
ADJ	ADJUSTMENT	LL	LONG LENGTH
AFT	AFTER		
AMT	AMOUNT	MSC	MISCELLANEOUS
AOL	ADJUSTED ON LOCATION	MTD	MONTH TO DATE
APS	ACTUAL PRODUCTIVE STOP		
ARS	AREA RUG SERVICE	NEW	NEW ORDER
ARS	AREA RUG SERVICE	NBU	NO BUSINESS
ASAP	AS SOON AS POSSIBLE	NHO	NOT HOME
AVG	AVERAGE	NOB	NOT ON BOARD
B-4	BEFORE	OLS	ON-LOCATION SERVICE
BIP	BACK IN PLANT	OB	ON BOARD
BLD	BUILD		
BLI	BLIND	PD	PAID
BOR	BACK ON ROUTE	PDO	PRICE AND DO
		PPD	PREPAID
C & C	CASH AND CARRY	PSC	PROBLEM STOP CAUSED
CAJ	COMPLETED ADJUSTMENT	PUA	PICKUP ADJUSTMENT
CAM	CALL IN AM		
CBR	CANCELLED BEFORE ROUTE	REJ	REJECT
CHG	CHARGE	RES	RESCHEDULED
CMP	COMPLETE	RT	ROD TOP
COD	CASH ON DELIVERY	RTB	ROD TOP AND BOTTOM
COM	COMMERCIAL CLEANING	RTO	RESOLICIT OFFICE

CPC	CANCELLED PER CUSTOMER	SDS	SCHEDULED DELIVERY STOP
CPU	CONFIRMED PICK UP	SPS	SCHEDULED PRODUCTION STOPS
CUR	CURRENT	SSS	SCHEDULED SERVICE STOP
CWC	CUSTOMER WILL CALL	STD	STANDARD INVOICE
		STN	STONE CLEANING
DAJ	DELIVERY ADJUSTMENT		
DCS	DRAPERY CLEANING SERVICE	TEL	TELEMARKETING
DEL	DELIVERY	TIL	TILE CLEANING
DNP	DELICATE NEUTRAL PROCESS		
		UL	UNLINED
EAP	EARLY AS POSSIBLE	UPH	UPHOLSTERY CLEANING
EST	ESTIMATE		
		VAL	VALANCE
FPU	FUTURE PICK UP	VOB	VALANCE ON BOARD
HVA	AIR DUCT CLEANING	WIP	WORK IN PROCESS
		WRD	WEEKLY REPORT DIVISION
INP	IN PROCESS		
INV	INVOICE	YTD	YEAR TO DATE

CUSTOMER INFORMATION		BILL TO INFORMATION		COMPANY INFORMATION		INVOICE NUMBER	
1. 2.		CONTACT / ATTENTION		CALL TAKEN BY		0.	
3. 6.		BILL TO PHONE		RTO / PREFERRED #		7.	
4. 5.		ART. CUSTOMER #		TIME COMMITMENT		14.	
		LINED / UNLINED / SHEERS		WIDTHS		OFF	
21. 22.		23. 24.		25. 26.		30. 30.	
27. 28.		29. 29.		31. 31.		32. 32.	
33. 33.		34. 34.		35. 35.		36. 36.	
37. 37.		38. 38.		39. 39.		40. 40.	
41. 41.		42. 42.		43. 43.		44. 44.	
45. 45.		46. 46.		47. 47.		48. 48.	
49. 49.		50. 50.		51. 51.		52. 52.	
53. 53.		54. 54.		55. 55.		56. 56.	
57. 57.		58. 58.		59. 59.		60. 60.	
61. 61.		62. 62.		63. 63.		64. 64.	
65. 65.		66. 66.		67. 67.		68. 68.	
69. 69.		70. 70.		71. 71.		72. 72.	
73. 73.		74. 74.		75. 75.		76. 76.	
77. 77.		78. 78.		79. 79.		80. 80.	
81. 81.		82. 82.		83. 83.		84. 84.	
85. 85.		86. 86.		87. 87.		88. 88.	
89. 89.		90. 90.		91. 91.		92. 92.	
93. 93.		94. 94.		95. 95.		96. 96.	
97. 97.		98. 98.		99. 99.		100. 100.	

Figure 0-1

NOT RESPONSIBLE FOR GOODS HELD OVER 90 DAYS * ALL TERMS ARE C.O.D. UNLESS NOTED * THERE WILL BE A \$15.00 SERVICE CHARGE ON RETURNED CHECKS * A FINANCE CHARGE OF 1 1/2% WILL BE CHARGED ON ACCOUNTS OVER 30 DAYS.

The Invoice

Proper invoice completion can save considerable time and aggravation. Take the few extra minutes to do it concisely, clearly, and completely. This is a permanent record used by many people, and from which comes much statistical information. This is also the document by which you are paid. There are six copies of the invoice. Press hard when you write, because the last copy of the invoice is the one you leave with the customer. **Make every effort to keep it neat.**

Figure 0-1 is a copy of an actual invoice. Each space is numbered. The following list explains what information to put in the spaces:

0. Company Code and invoice number.
1. Customer's last name, first name, and initial. Customer's full address Customer's city, state, and zip code
2. Company/person to bill if applicable. Full billing address city, state, and zip code
3. Customer's nearest major cross street
4. Customer's home telephone number
5. Customer's business telephone number or alternative phone number
6. The contact person if the customer is a business
7. Purchase order number (if the customer is a business and uses purchase orders).
8. The date the estimate is to be given
9. The time commitment for the estimate
10. Any special comments needed, for example - beware of dog, key under mat, doorbell not working, etc. (Manual invoices only)
11. Initials or employee number of the person who took the above information
12. Future pick up date (If the goods are not picked up on the original estimate date, write the future date here.)
13. Use this area for any time commitment needed for the future pick up date, or for a new date if the original date changes.
14. The salesperson's employee number
15. The delivery date and time commitment to return items
16. The employee number of who delivers the goods
17. Check all pre-existing conditions that apply to the drapery order
18. Check this box if the items will be cleaned at "Full Customer Risk"
19. If the "Full Customer Risk" box is checked the customer MUST initial here
20. The age of the items to be cleaned
21. Note the room from which the goods are taken (LR-living room, FR-family room, DR-dining room, MBR-master bedroom, BR1-first bedroom, BR2-second bedroom, etc.)
22. The number of panels taken from each room
23. The description of the items, if draperies are lined, unlined, or sheers, the type of top treatment and the color of the fabric.
24. The total number of widths in the panels
25. The measurement off the floor while the draperies are hanging prior to being removed

26. This area is used for internal plant use.
27. This area is used for internal plant use.
28. This area is used for internal plant use.
29. This area is used for internal plant use.
30. The total amount charged for each set of panels goes here. These amounts are added to determine the service total. If a discount is given, there should be a subtotal followed by the discount amount. Write the grand total in the service total area (#59 in this example).
31. Check all pre-existing conditions that apply to the area rug order
32. Check this box if the items will be cleaned at "Full Customer Risk"
33. If the "Full Customer Risk" box is checked the customer MUST initial here
34. The age of the items to be cleaned
35. The employee number of who delivers the area rug(s)
36. The declared value of **each area rug**
37. The room the area rug was taken from, the color, fiber type, and description of each rug.
38. The size of the area rug, length X width
39. The total amount charged for each area rug. (*see #30 for more detail*)
40. The delivery date and time commitment to return the area rugs
41. The On Location Service area type: Carpet, Upholstery, Air Duct, etc...
42. Check all pre-existing conditions, equipment type and special instruction that apply
43. Check this box if the items will be cleaned at "Full Customer Risk"
44. If the "Full Customer Risk" box is checked the customer MUST initial here
45. The age of the items to be cleaned
46. Rooms/items to be cleaned, approximate size, color, and type of carpeting or upholstery (Write any qualification not noted in area 42 here)
47. The total amount charged (*see #30 for more detail*)
48. The scheduled date and time commitment to clean
49. The employee number of technician who cleans
50. The On Location Service area type: Carpet, Upholstery, Air Duct, etc...
51. Check this box if the items will be cleaned at "Full Customer Risk"
52. If the "Full Customer Risk" box is checked the customer MUST initial here
53. The age of the items to be cleaned
54. Rooms/items to be cleaned, number of vents, approximate size, color, and type of carpeting or upholstery (Write any qualification not noted in area 51 here)
55. The total amount charged (*see #30 for more detail*)
56. The scheduled date and time commitment to clean
57. The employee number of technician who cleans
58. Indicate the customers payment method
59. The total charge for **all** service areas
60. The customers signature

Show the customer the back of the invoice, which contains COIT's guarantee and list of services.

Invoice Flow

The COIT invoice is a six-part form. Each part is a different color, and is used for different reasons. The following paragraphs explain how invoices flow.

The White Copy

The white copy (original top copy) of the invoice is the accounting copy. For drapery service, put it into the bag with the draperies. It follows the drapes into the plant, where measurements, panel and width counts, stain qualification, weakness, etc. are verified. Once the plant has verified the information, the white copy goes to the accounting department for processing (posting revenue and commissions recording width counts, etc.). Processed invoices are filed in the work in process ("WIP") file. For area rug, on-location, and air duct cleaning service, turn the white copy in at the check-in counter. It goes directly to the accounting department for processing and filing in WIP. After the goods are delivered and paid for, the white copy is pulled out of the WIP file, attached to the pink or blue copy (depending upon the service), and filed in a permanent file.

NOTE: Some operations turn the white copy for both drapery and area rug service in at the check-in counter. It bypasses the plant and goes straight to the accounting department.

The Green Copy

The green copy of the invoice is the working on-location service copy. The salesperson estimates the work and turns this copy in to check-in, where it is filed in an alphabetical on-location file. The day before the work date, the routes are printed (computerized operations) or organized and typed (manual operations). The green copies are pulled and attached to the proper routes. The routes are assigned to the on-location technicians who will do the jobs.

After the work is complete, the on-location technicians collect the amount due, attach it to the green copy, and turn it in with their route at the check-in counter. The green copy, payment, and route sheet go to the accounting department, which posts revenue and commissions. . The white copy is pulled from WIP, attached to the green, and filed as a permanent record.

The Blue Copy

The blue copy of the invoice is the working area rug service copy. After the salesperson sells area rug cleaning service, he or she turns this copy in at the check-in counter. This copy is sent to the area rug plant, which files it by invoice number. On the day before delivery, the blue copy is pulled from the file and attached to the delivery route. The delivery technician delivers the area rug, collects the amount due, attaches it to the blue copy, and turns everything it in at check-in along with the route. The blue copy, payment, and route sheet go to the accounting department, which posts revenue and commissions. The white copy is pulled from WIP, attached to the blue, and filed as a permanent record.

The Pink Copy

The pink copy of the invoice is the working drapery service copy. When the salesperson sells drapery cleaning service, he or she places this copy in the drapery bag with the white and the

yellow copies and takes the draperies to the plant. The marker notes any changes on the invoice, then separates pink copy from the white and yellow copies. The pink copy follows the drapery through the various departments in the plant.

Once the draperies are processed, the pink copy is attached to the hanger with a safety pin. The day before delivery, orders are assembled by route. The delivery technician delivers the order, collects the amount due, attaches it to the pink copy, and turns everything in at check-in along with the route. The pink copy, payment, and route go to the accounting department, which posts revenue and commissions. The white copy is pulled from WIP, attached to the pink, and filed as a permanent record.

The Yellow Copy

The yellow copy of the invoice is the drapery and area rug delivery copy. For draperies, the yellow is put in the drapery bag with the pink and white copies. After mark-in, the yellow copy is pulled and filed in a day file. For area rugs, the yellow copy is turned in at check-in and goes directly to the plant, which files it in a day file.

The day before delivery, the yellow copies are pulled and attached to the routes for assembly. Before the delivery technician takes the route, the yellows are pulled and filed in an alphabetical file at the plant. The yellow copy is kept for 90 days (to handle reschedules, back in plants, etc.) and then disposed of.

The Goldenrod Copy

The goldenrod copy is the customer's copy of the invoice. It is often hard to read, because it is the last part of a six-part invoice. This copy is only necessary when all three services are estimated or sold. We suggest you give the customer the goldenrod copy (because of the information on the back) and the most legible copy that is not needed to complete the order..

Invoice Adjustment

When customers are not satisfied with their cleaned goods, they return them to the plant to be redone. These jobs are called “Back In Plants” (BIPs). Because the customer has been inconvenienced, we must correct the order and return it to the customer as soon as possible.

1. The delivery technician completes an Invoice Adjustment form (See Figure 0-2), describing why the customer refused the goods.
2. The plant manager receives the BIP during the morning check-in.
 - Make sure the number of items being returned is written on the Invoice Adjustment form.
3. The three parts of the completed Invoice Adjustment form are distributed after check-in:
 - Clip the pink copy to the route sheet the delivery appeared on.
 - File the yellow copy in the routing file for the new delivery date.
 - Attach the white copy to the goods.
4. The plant manager checks the BIP line every morning and decides what to do with each. He or she inspects the goods, pulls hooks, and processes the goods personally.
5. The plant manager must sign off on all BIPs before they leave the plant for delivery.



INVOICE ADJUSTMENT

DRS OLS ARS MSC ADJ. DATE _____

INVOICE # _____

CUSTOMERS NAME _____

ADDRESS _____

CITY _____ X STREET _____

HOME # _____ OFC. # _____

PAID _____ COD AMOUNT _____

DATE ORIGINAL JOB DONE _____ NEW DEL. DATE _____

REASON FOR ADJUSTMENT _____

ORIGINAL INSTALLER/TECHNICIAN _____

PREVIOUS ADJUSTMENTS _____ NUMBER OF ITEMS _____

PLANT MGRS SIGNATURE WHEN RECEIVED _____

INSPECTORS SIGNATURE WHEN RELEASED _____

CUSTOMERS SIGNATURE WHEN COMPLETE _____

COMPLAINT DATE _____ TAKEN BY _____

Figure 0-2

Payment Policies

Do not leave the customer's goods without receiving payment unless a manager authorizes you to do so. Before you start an installation, make certain that your customer will be available when you finish so you can obtain payment. If there is any question regarding the amount to be collected, contact management. If the customer disagrees with the invoiced amount, or requests an additional discount for any reason, contact management.

Throughout the year we conduct advertising campaigns offering different types of discounts. Each operation has its own policy on handling after-the-fact discounts. Ask your supervisor what your operation's policy is. If you do give a discount, or change the amount to be collected on a specific invoice, complete an invoice adjustment form. Turn in this form at check-in with the original invoice.

All residential work is COD. We accept MasterCard, Visa, checks, money orders, and cash. Always give the customer this information.

Commercial customers may charge their orders, with the understanding that payment is due within 30 days. A credit information form (see Figure 0-3) must be on file for each charge customer before the initial job is done.

=====

CREDIT INFORMATION FORM
COIT DRAPERY AND CARPET CLEANERS

COMPANY NAME _____

ADDRESS _____ CITY _____ STATE _____ ZIP _____

CONTACT PERSON _____ PHONE () _____

NAME OF BANK _____ ACCT. NO. _____

ADDRESS OF BANK _____

TWO COMPANIES YOU CURRENTLY HAVE CREDIT WITH;

NAME _____ ACCT. NO. _____

NAME _____ ACCT. NO. _____

=====

SALESPERSON _____

APPROVED BY _____

Figure 0-3

Product List

Drapery Services

CLEANING	ALTERATIONS	NEW ITEMS	SPECIALTY ITEMS
Draperies	Reface	Draperies	Lampshades
Cubicles	Reline	Overhead Fixtures	Bedspreads
Festoons	Rehead	Blinds	Bed Skirts
Swags	Shorten	Shades	Pillows
Cascades	Lengthen	Rods	Cushions
Lambrequins	Remove Lining	Master Carriers	Stuffed Animals
Tapestries	Remake	End Brackets	Blankets
Tie Backs		Supports	Sleeping Bags
Valances	Rodwork	Plastic Glides	
Roman Shades		Pulleys	
Parisian Shades	Installation		
Balloon Shades	Restring		
Austrian Shades	Repairs		
Blinds			
Woven Woods	Flameproofing		

On-Location Services

CLEANING	REPAIRS	NEW ITEMS	SPECIALTY ITEMS
Carpets	Seams	Carpet	Guard
Upholstery	Restretch	Padding	Static Removal
HVAC	Cut and Plug	Re-Upholstery	Smoke / Fire Damage
Fabric Walls	Remove Carpet	Air Filters	Water Damage
Textured Walls	Install Carpet		Deodorization
Cubicles			
Tile & Grout	Tile & Grout replacement	Color Seal	Striping & coating
Hardwood Floors			
Natural Stone	Stain removal, Diamond restore, lipage removal		Honing, polishing, enhancing, marble crystallization

Area Rug Services

CLEANING	REPAIRS	NEW ITEMS	SPECIALTY ITEMS
All Types	Reweave	Under Pad	Guard
Synthetic	Refringe	New Fringe	Smoke/Fire Damage
Natural	Rebind		Water Damage
Fine Persians			Deodorization
Silks			

4. Managing Your Day

This chapter gives general procedures for managing your day, from beginning to end.

Check-Out Procedures

Check out hours are normally between 7:00 a.m. and 8:00 a.m. Each operation has its own schedule, so make sure you know your franchise's or division's rules.

1. When you receive your route in the morning, check for additions made after the route was printed or typed.
2. Review and number your route to accommodate the time commitments and to run the route as economically possible, saving both time and fuel. Do your initial line-up in pencil.
3. Call your "call am" stops to tell your customers the approximate time you will arrive at their home following the CAM procedures and script. When giving the customer a time, allow yourself a two hour cushion whenever possible to allow for delays on the road or at a prior stop. It is our policy to accommodate the customer. If the time you quote is not convenient for the customer, make every effort to rearrange your route to satisfy them. This is not always possible because of other time constraints, but we expect you to make every effort to try.
4. After making your calls, and writing your commitments to your customers on the route sheet, finalize the line-up and give your route to one of the dispatchers. If you have any reschedules or cancellations on the route, management must initial the stops before you may check out your route with the office personnel.
5. If anything happens that will delay your commitments to your customers, contact the office immediately. They will inform your customers.

Managing the Route

The office prearranges most of your stops and assigns them to you as a sales route. Your ability to get to these stops and make a sales presentation at the time assigned dramatically impacts your performance.

Always strive to get into every home the first time it is assigned to you. Our customers' time is valuable. If you respect this, they will respect you. Each reschedule (regardless of reason) increases the chances of losing that call, often by as much as 50%. Treat every stop assigned to you with respect, and make every effort to complete **ALL** assigned stops.

Routing Out

Routing out organizes your stops in the order you are going to run them. The two main factors to consider are travel time and prearranged time commitments. You want to minimize the travel time between stops in order to maximize your time spent in the homes. You must know your territory to do this effectively.

Be aware of traffic patterns and how they change during different times of the day. Purchase a good map book with sufficient detail, and keep it updated. (Some franchises supply map books. Check with your supervisor.) A good GPS unit is a plus. Route to avoid construction zones or "rush hours." The longer you work in a specific territory, the easier and more effective your routing will become.

Initially, if available, take a copy of your route home the night before. This gives you more time to plan your route and minimizes your morning duties. Unless you know exactly where a stop is and how to get there, look it up in the map book before starting on your route. If you cannot locate the stop in the map book, call your customer for directions before leaving the plant. This cuts time wasted searching for a stop, or going out of your way because you thought you knew where it was. Until your knowledge of an area is good enough to guarantee efficient routing, have someone (your supervisor, your trainer, other on-road staff) review your route plan.

Ideally, organize your route to minimize travel time. However, prearranged time commitments may make this impossible. Honor time commitments, and change them only as an absolute last resort.

From time to time you may face time commitments in different parts of your territory, making them impossible to meet. See your manager; he or she may be able to switch stops with another technician. Route your stops to meet the maximum number of commitments. If the price to meet all of them means more travel time, that price must be paid. If you physically cannot meet a time commitment, call the customer and try to arrange a new one. **NEVER** arbitrarily change a time commitment without notifying the customer. **Call as far in advance of your scheduled time commitment as possible if you cannot make it.** The earlier in the day you contact the customer, the easier it is for them to rearrange their schedule, thereby minimizing their inconvenience.

If your operation prepares routes manually, route directly off the invoices. Sometimes information such as cross streets or street addresses can be transferred incorrectly when the route is typed.

Before submitting your route to the dispatch office, review it to make sure you have called **ALL** your call-ams and did not overlook any other prearranged time commitments.

When you submit your numbered route to the office, give them a rundown of the approximate number of stops you plan to complete before noon. Tell the office the time commitments you gave your customers, any special arrangements you made with customers, or any bit of information that will improve the accuracy of dispatch information they provide to your customers.

This attention to routing detail will save you time and allow you to focus on your primary concern - SALES!

Completing Route Sheets

You receive route sheets each morning. Number the route sheet in the upper left corner of each stop, to show the order in which you plan to run the route. The route stop numbers are entered in the computer before you leave the office.

Figure 0-1 is a sample printout of a computerized route sheet. Figure 0-2 is a close-up of the two entries at the top of the sheet. Below Figure 0-2 is an explanation of the information given in these entries, along with instructions on how to complete them.

ROUTE #: 4-01 FOR: 11/19/1999
 TECH #: 047 - WACEK,WHITEY
 TRUCK #:

COIT-BAY AREA
 ROUTE SHEET PRINTING

TIME IN: _____ DATE: 11/19/99
 TIME OUT: _____ TIME: 08:49:03
 INITIAL: _____ PAGE: 1

A-671253-C C-* CALL AM * 1ST:CPT REP:Y					A-690051-DB C-* CALL AM * 1ST:DCS REP:Y				
GERTRUDE DAVOL	SA: [CPT] [] [] [] []	JODI BENKLY	SA: [DCS] [] [] [] []						
5715 LIKINS CRT		640 ST. IVES COURT							
MARTINEZ, CA 94553	ST: [] [] [] [] []	WALNUT CREEK, CA 94598	ST: [] [] [] [] []						
LINDSY DR	DT: [] [] [] [] []	VIA APPIA	DT: [] [] [] [] []						
S:925-228-2877 W:510-000-0000xNONE		S:925-935-3570 W:510-000-0000xNONE							
STS: SSS	TC: [] [] [] [] []	STS: CPU EST AMT: 96.00	TC: [] [] [] [] []						
REMARKS: 30%OFF	AM: [] [] [] [] []	SP#: 234-DIAZ, EDMUNDO	REMARKS:	AM: [] [] [] [] []					
DPS EST ALSO	CASH CHECK CARD CHARGE OTHER			CASH CHECK CARD CHARGE OTHER					
A-714539-C C-* CALL AM * 1ST:CPT REP:N					A-715042-A C-CAM/B4 12 * 1ST:ARS REP:N				
LAURA WALKER	SA: [CPT] [] [] [] []	TIM TIETJEN	SA: [ARS] [] [] [] []						
4004 BROWNING DR		6 DIABLO CIRCLE							
CONCORD, CA 945187	ST: [] [] [] [] []	LAFAYETTE, CA 94549	ST: [] [] [] [] []						
TREAT/COWELL RD	DT: [] [] [] [] []	HIDDEN VALLEY	DT: [] [] [] [] []						
S:925-686-5069 W:510-000-0000xNONE		S:925-284-8866 W:510-000-0000xNONE							
STS: SSS	TC: [] [] [] [] []	STS: SSS	TC: [] [] [] [] []						
REMARKS:	AM: [] [] [] [] []	REMARKS:	AM: [] [] [] [] []						
	CASH CHECK CARD CHARGE OTHER		CASH CHECK CARD CHARGE OTHER						
A-715292-C A-* B4 12 * 1ST:CPT REP:N					A-715365-C C-* CALL AM * 1ST:CPT REP:N				
JULIE ADAMS	SA: [CPT] [] [] [] []	ERIN SICOTTE	SA: [CPT] [] [] [] []						
4025 CHESTNUT AVENUE		1433 RAMSAY CIRCLE							
CONCORD, CA 94519	ST: [] [] [] [] []	WALNUT CREEK, CA 94596	ST: [] [] [] [] []						
CLAYTON/WEST	DT: [] [] [] [] []	GARY	DT: [] [] [] [] []						
S:925-827-1237 W:510-000-0000xNO		S:925-930-9052 W:510-000-0000xNONE							
STS: SSS	TC: [] [] [] [] []	STS: SSS	TC: [] [] [] [] []						
REMARKS:	AM: [] [] [] [] []	REMARKS:	AM: [] [] [] [] []						
	CASH CHECK CARD CHARGE OTHER		CASH CHECK CARD CHARGE OTHER						
A-715413-U C-* CALL AM * 1ST:UPH REP:Y					A-715424-D C-* CALL AM * 1ST:DCS REP:Y				
GINA MONTOYA	SA: [UPH] [] [] [] []	GERALD CHIN	SA: [DCS] [] [] [] []						
1560 PINE STREET #7		84 WADALE COURT							
CONCORD, CA 94520	ST: [] [] [] [] []	GO TO 98 TO GET IN	ST: [] [] [] [] []						
CLAYTON RD	DT: [] [] [] [] []	WALNUT CREEK, CA 94596	DT: [] [] [] [] []						
S:925-969-1543 W:925-829-0800xMS		ALVARADO	S:925-944-0988 W:510-887-1117						
STS: SSS	TC: [] [] [] [] []	STS: SSS	TC: [] [] [] [] []						
REMARKS: CARPET ALSO	AM: [] [] [] [] []	REMARKS: HONOR COUPON	AM: [] [] [] [] []						
	CASH CHECK CARD CHARGE OTHER		CASH CHECK CARD CHARGE OTHER						

Figure 0-1

ROUTE #: 4-01 FOR: 11/19/1999		COIT-BAY AREA		TIME IN: _____	DATE: 11/19/99
TECH #: 047 - WACEK,WHITEY		ROUTE SHEET PRINTING		TIME OUT: _____	TIME: 08:49:03
TRUCK #:				INITIAL: _____	PAGE: 1
1	2	3	4	5	
	A-671253-C	C-* CALL AM *	1ST:CPT	REP:Y	A-690051-DB C-* CALL AM * 1ST:DCS REP:Y
6	GERTRUDE DAVOL 5715 LIKINS CRT MARTINEZ, CA 94553	11 SA: [CPT] [] [] [] []			JODI BENKLY 640 ST. IVES COURT WALNUT CREEK, CA 94598
		12 ST: [] [] [] [] []			
7	LINDSY DR	13 DT: [] [] [] [] []			VIA APPIA
8	S:925-228-2877 W:510-000-0000XNONE				S:925-935-3570 W:510-000-0000XNONE
9	STS: SSS	14 TC: [] [] [] [] []			STS: CPU EST AMT: 96.00 TC: [] [] [] [] []
					SP#: 234-DIAZ, EDMUNDO
10	REMARKS: 30%OFF DPS EST ALSO	15 AM: [] [] [] [] []			REMARKS:
		16 CASH CHECK CARD CHARGE OTHER			CASH CHECK CARD CHARGE OTHER

Figure 0-2

Using the entry for Gertrude Davol as an example:

- The stop number is written here after you have planned the route.
- A-671253-C
 - A - the company code
 - 671253 - the invoice number
 - C - the service requested (D=drapes, C=carpets, etc.)
- This area shows if a "call AM" must be made to arrange for an appointment. If an appointment is scheduled, notations such as "B4 12" appear here. B4 12 means the technician should arrive "before noon."
NOTE: Always call customers to confirm appointments before you leave the office.
- 1ST:CPT - The "first" service that the customer requested, in this case "carpet cleaning service."
- REP:Y - shows whether the customer is a repeat customer or not. Ms. Davol is a repeat customer. If she were not, "N" would appear here.
- The customer's name and address go here.
- Lindsay DR is the cross street for Ms. Davol's address.
- The telephone number labeled "S" is the service telephone number, which may be the customer's home number, the landlord's number, or the number for a commercial account's representative. The telephone number labeled "W" is the customer's work number, if any.
- STS - The status of the assigned stop. For sales technicians, the status can be: SSS (scheduled service stop); CPU (confirmed pick up); or MSC (miscellaneous stop). For delivery routes, the STS is "JOB." Write the status after you complete the assignment in the "ST:" field, see number 12 below.
NOTE: For technicians other than the sales technician, two notations may appear next to the status field, "SP#" and "EST AMT." "SP#" is the number assigned to the salesperson who sold the job. "EST AMT" is the estimated amount quoted to the customer. These notations appear in the entry for Jodi Benkly.

10. Remarks from the person taking the original call (e.g. doorbell not working, beware of dog, etc.)

11. SA: - The service being delivered, for example CPT or ARS.

The areas for numbers 12 through 16 must be completed by the technician.

12. ST: - Write the status of the assignment after your visit. For sales technicians, the status can be: JOB; CPU (confirmed pick up); REJ (reject); RTO (resolicit); or NBU (no business). For other technicians, jobs can be any one of the following: CMP (complete); BIP (back in plant); RES (reschedule); or NHO (not home).

13. DT: - The future service date goes here. For drapery and area rug service, the delivery date, or future pick up date, is put here. For on-location service, the date the work is to be done is put here.

14. TC: - The time commitment for any future service date goes here.

15. AM: - The amount to be collected goes here.

16. Circle the method of payment.

Figure 0-3 shows a completed entry for Ms. Davol.

ROUTE #: 4-01 FOR: 11/19/1999	COIT-BAY AREA	TIME IN: _____	DATE: 11/19/99
TECH #: 047 - WACEK, WHITEY	ROUTE SHEET PRINTING	TIME OUT: _____	TIME: 08:49:03
TRUCK #:		INITIAL: _____	PAGE: 1

_____ A-671253-C C-* CALL AM * 1ST:CPT REP:Y	_____ A-690051-DB C-* CALL AM * 1ST:DCS REP:Y
GERTRUDE DAVOL SA: [CPT] [] [] []	JODI BENKLY SA: [DCS] [] [] []
5715 LIKINS CRT	640 ST. IVES COURT
MARTINEZ, CA 94553 ST: [JOB] [] [] []	WALNUT CREEK, CA 94598 ST: [] [] [] []
LINDSY DR DT: [11/20] [] [] []	VIA APPIA DT: [] [] [] []
S:925-228-2877 W:510-000-0000XNONE	S:925-935-3570 W:510-000-0000XNONE
STS: SSS TC: [96.00] [] [] []	STS: CPU EST AMT: 96.00 TC: [] [] [] []
REMARKS: 30%OFF AM: [175] [] [] []	SP#: 234-DIAZ, EDMUNDO
DPS EST ALSO CASH <u>CHECK</u> CARD CHARGE OTHER	REMARKS: AM: [] [] [] []
	CASH CHECK CARD CHARGE OTHER

Figure 0-3

While On Route

Thorough route preparation eliminates most on-route problems. Get an early start on the day. Most customers want you there early. Customers are more receptive, and you are more alert and more productive, in the morning. An early start gives you the flexibility to take more time at a stop if needed, and to accept additional work if required.

DO NOT RUSH!!! Your goals are to get to all your assigned stops, and to maximize your sales opportunities, **NOT** to finish your route as quickly as you can.

Stay in contact with your dispatcher. Call the office at every stop to check in. The customer service representative is your ally, not your enemy. You both benefit from a constant and timely exchange of information. Keep the dispatch office aware of your progress on route, so they can better advise your customers of anticipated arrival times. They can also save you a wasted trip by telling you about rescheduled stops. Let them know if you are working out of sequence, running behind, or running ahead. The more you cooperate and communicate with them, the better they can help you.

Do not always rely on the dispatch office to pass on information to your customers. If you have to spend more time than anticipated at a call, you must take that time. If this means missing a prearranged time commitment, take an extra minute to call the affected customer yourself. Customers are generally receptive, because you initiated the effort to keep them informed. The customer from whose home you call will be impressed by your consideration.

If you need directions to a customer's home after you are on route (which should not happen often), it is most likely because the customer's home is hard to find. Contact the customer directly. You can go through your dispatcher, but second-hand directions are often difficult to give. If you have to go through dispatch, tell your dispatcher exactly where you are. That is the first question the customer will ask.

If a customer is not home, call the office and have them telephone the customer before you leave. The customer may not have heard you at the door. Immediately tell the office about the not-home so they can try to get the call back on route. Before leaving a home, leave a door hanger, business card, or brochure stating the time you were there, and telling the customer how to call and set up a new appointment. If you can see that it would be simple for you to return the same day, tell your dispatcher, or write the information on the note.

Breakdowns do not happen often, but if they do, contact the office as soon as possible so they can tell your customers that you are running late and give you assistance.

If traffic patterns make your route easier to run in a certain way, tell the office, so they can steer the customers toward times that suit you as they book appointments. Most customers are flexible as long as they can plan their day in advance and not spend a whole day waiting for you.

Remember, an effective communicator is a successful salesperson. **MANAGE YOUR ROUTE. DO NOT LET YOUR ROUTE MANAGE YOU.**

Check-In Procedures

When checking in your route, ORGANIZATION is most important. Put your employee number on your invoices. Fill out the proper status information on your route sheet. Management must sign blinds, succession invoices, labor invoices, and work orders.

You must have an invoice for every stop on your route, and the invoice must be filled out properly (See the invoice section of the "Information You Should Know" chapter.). Paperclip, staple, or pin any payment you have received to a copy of the invoice. Keep the invoices in the same order as they appear on the route sheet. Start on the left-hand side of the invoice and work to the right-hand side. Proceed down the invoice line by line, completing each line left to right.

Several operations require you to "slot" your own invoices. After you have completed the appropriate information on the route sheet, have had your invoices which require signatures signed, and have checked in your route, separate the invoices into piles:

OLS SLOT	On-location slot for future on-location work (Green invoices)
DEL SLOT	Delivery slot for drapery and area rug delivery (Yellow invoices)
CPU SLOT	Confirmed pick up slot for drapery or area rug orders to be picked up at a future date (whole invoices)
REJ SLOT	Reject slot for orders that were rejected (whole invoices)
CPC SLOT	Cancel-per-customer slot for orders that the customer cancels (whole invoices)
RTO SLOT	Resolicit slot for orders that have been estimated but not sold. (These can be whole invoices or partial invoices if one service has been sold.)
NHO SLOT	Not home slot for customers that were not home. Write the not-home time on these invoices. (whole invoices)
ARS SLOT	Area rug slot for sold area rug orders (Blue invoices)
ARS REPAIR SLOT	Area rug repair slot for area rug repair orders (work order)
ACT SLOT	Accounting slot for anything that should go to the accounting department (pre- payment, area rug whites, in some offices drapery whites also)

When you have sorted the invoices, put them in the appropriate slot. Your supervisor will show you where it is located. Please use care when doing this, and make sure you slot the invoices correctly.

5. Creating a Positive Image

Presenting Yourself Positively

Professionalism

In most selling situations, you are the first physical contact customers have with COIT. You become the physical representation of COIT — you are COIT. Customers may form first impressions based on their telephone conversations with the office and your ability to meet time commitments. Although these impressions may affect the customers' buying decision, you make the first and most important impression. For the most part, you will be selling services, not products. **You will be asking customers to entrust their home furnishings to you.** To do this, you must first sell yourself — your expertise and ability to accurately assess and satisfy customers' cleaning requirements. Professionalism is the key to making successful presentations. Presenting a professional demeanor creates customer trust and confidence in your abilities.

Appearance

You must look clean when you are representing a cleaning company. Be clean shaven, neatly groomed, and wear a clean uniform displaying the company logo and name badge. Be conscious of small details. A pair of dirty running shoes can destroy your entire image as a professional. Before you enter the customer's house, check your appearance to make sure you are presentable. You will be picking up soiled drapes and area rugs. Carry a spare uniform or change of clothes in your vehicle.

Communication

Treat the relationship between yourself and your customers as a business relationship. Use proper diction during conversation. Avoid using slang words or expressions. **Maintain eye contact** when you are talking or listening to the customer. This shows your interest in what the customer has to say. **Be an effective listener. Listen to your customers' concerns and needs.** Avoid arguments or confrontations with your customers at all costs. Carry yourself in a manner that makes the customer comfortable and instills their confidence. Convey a sense of confidence, and keep the atmosphere relaxed. Be conscious of your posture; avoid slouching.

Knowledge

Knowledge of the services COIT provides is your greatest asset. Your ability to successfully present yourself as a professional is directly related to your ability to acquire and utilize knowledge. **Learn all you can about the services COIT provides.** Learn about your competitor's services. Learn how to accurately assess and satisfy your customers' needs.

Master proper industry terminology. For example: say soiled - not dirty, tender or weak - not "they might shred", possible fabric deterioration - not "they might fall apart".

As you become more experienced, you will learn to judge how long certain jobs will take, so you can answer the customer's inevitable question, "How long will it take?"

Self Confidence

Have confidence in the services you provide. Display this confidence to gain your customers' trust and confidence. If you are unsure, you pass this uncertainty on to the customer. Be sure of what you are doing. You must have confidence in the services you provide, and confidence in your ability to sell these services.

Tips

Take a step back from the door after you have knocked on the door or rung the doorbell. Giving the customer some extra space when they answer the door is less intimidating, and allows the customer to invite you into their home. **Always greet your customer with a smile.**

During the initial introduction, give your name and use the customer's name: "Good morning Mrs. Jones, I'm John Sellright from COIT Services." Giving the customer your name, and addressing them by their name, makes the conversation more personal, and helps develop a more relaxed atmosphere.

Present the customer with a business card and sales brochure. The business card is helpful if the customer forgets your name and the brochure is an excellent sales aid. The sales brochure gives the customer something to read during your inspection and may spur questions on additional services or concerns that would have otherwise been overlooked. Both the business card and brochure are excellent "leave behinds" if you are unable to close the sale. They are also good ways to keep the company name and your name at the top of the customer's mind for referral business.

Maintain your professional demeanor throughout the entire installation process. **Customers will be evaluating you.** Many sales are won or lost depending on how well you present yourself to the customer.

Presenting the Company Positively

Always present COIT positively. A customer may have had a bad previous experience with COIT, such as an unsatisfactory cleaning or an argument with someone in the office. Or, perhaps you were unable to meet your time commitment. Always sympathize with the customer. Show concern by noting what the problem was. Tell the customer you will inform the appropriate manager. Never trivialize the problem by saying, "You think that's bad? You should have seen what happened yesterday." Tell the customer that the problem was unusual and not part of our normal procedure. **Thank them for taking the time to tell you about the problem. Say we will make sure it does not happen again.**

Do not say things like, "Yes, I have been getting a lot of complaints about that. We have a new employee in that department." or, "We are really busy right now." Comments like these

create doubt and undermine COIT's credibility. Present the company in the same professional manner with which you present yourself.

Take the time to learn how orders are processed in the plant, both in the area rug and drapery departments. Go out on an on-location route and see exactly what is done. Spend a day in the office to learn how dispatch works, and what the managers do. **The more familiar you become with the day-to-day functions of the business, the more customer questions you will be able to answer. You will be able to allay customers' fears and concerns, and you will be able to sell services with confidence.** You will also make everyone else's job easier, because you will know the appropriate questions to ask and the appropriate instructions to give the customer.

Keep in mind at all times that you represent the company, and your actions reflect on the company. If you conduct yourself professionally, regardless of the situation, you presenting the company in the most appropriate way.

At the Home

Avoid parking in the driveway when you arrive at the customer's home. Your vehicle may occasionally leak oil, or your customer may want to use their driveway while you are there. Remember to wipe your feet as you enter, even if you do not think they are dirty. Remove your shoes if you think it is appropriate. This shows the customer that you care about their environment.

Creating a favorable impression from the start encourages a good working relationship with your customer. A good working relationship shows that you have already started satisfying the customer. If a problem should arise later, you have effectively created an environment in which to solve the problem. Your customer will be willing to listen to your reasons and suggestions.

It is important to maintain a professional business relationship. However, this does not mean you should be so formal and rigid that you intimidate or alienate your customer.

If you must move some furniture, to remove area rugs or drapes for example, be extremely careful. Move furniture well out of your way. Secure any breakables displayed on the top of the furniture. ALWAYS use your own ladder and tools. Do not stand on any of the customer's furniture for any reason whatsoever. Be sure your ladder feet are clean and will not scratch the customer's floor, should you be working on hardwood.

Getting to Know Your Customer

Avoid "stereotyping" customers based on factors such as: ethnic background, race, income level, neighborhood, the type of car in the driveway, etc. If, as a salesperson, you prejudge a customer based on these factors, you may miss a potential sales opportunity because you made a false assumption. **Keep an open mind at all times.**

It is important to maintain a professional business relationship, however, this does not mean you should be so formal and rigid that you intimidate and alienate your customer. In order to develop a more relaxed atmosphere, **try to find an area of common interest you share with the customer.** As you are walking through their home, look for something that might indicate a shared interest. If you have children, this could be a shared interest. The customer may be

reading a book you have read. You both may play the piano; notice if the customer has a piano. You may share an appreciation of the same type of artwork or music. The list of possibilities is endless if you actively look for the "common interest". This helps to "break the ice".

Many customers are apprehensive about dealing with sales people. By discussing something other than strictly their cleaning needs, you show an interest in them as an individual and not simply as a customer. This subtle bond you develop creates customer confidence in your ability to safeguard their best interests and they will be more receptive to your suggestions.

Be complimentary. Praise their decorating skills or taste in furnishings. Showing an appreciation for their tastes indicates your respect for them and their home, and makes them feel that if they entrust their cleaning needs to you, you will treat their home furnishings with the same respect.

The key to getting to know your customer is obtaining their involvement. The term "sales presentation" often relays an image of you as presenter and the customer as the-audience. Although parts of your sales approach will require this format, successful salespeople initiate a constant exchange of information. It is important that during your inspection of the items to be cleaned you **involve the customer by asking leading questions.**

Ideally, **leading questions are open ended questions that require more than a yes or no** response, and illicit information from the customer on their specific needs and concerns. For instance, if the customer is interested in carpet cleaning, the initial leading question, "Why did you call COIT?", is a much better question than "Have you had your carpets cleaned before?". The first question invites the customer to give you information on specifically why they called your firm; "Had another cleaner, was not satisfied," "Referred by a friend", "Saw your advertisement". By involving the customer with this type of questioning technique, you can establish what the customer's specific needs and concerns are and address them during your sales presentation.

Getting to know your customer is an integral part of your sales presentation. The more information you can acquire about a customer, the greater your ability to develop an accurate customer profile, resulting in the development of a stronger selling position. The three things you must remember about getting to know your customer are:

- Do not prejudge
- Find the common interest
- Initiate customer involvement with leading questions

6. The Sales Presentation

For your sales presentation to be effective, you must adapt and revise it to fit the various selling situations you will encounter. This chapter presents several techniques for overcoming objections, closing sales, and cross selling. Not all these techniques will work for you or apply to all situations. Develop a selling style that you feel comfortable with. Thorough and professional presentations resolve and eliminate many objections, and make your closing and cross selling easier.

There are many carpet and drapery cleaning companies out there. If you want to get the order, you have to demonstrate how **COIT is the one, unparalleled, company qualified to satisfy customers' cleaning concerns.**

Before you begin your presentation, it is helpful to ask some preliminary, leading questions to establish a customer profile and allow the customer to express any specific concerns. That way, you can tailor your presentation and stress the specific benefits that address their concerns. Take notes of customers' concerns so that you remember to cover all the information during the presentation.

Preliminary Questions

1. **Have you ever used our services before?**
If the answer is yes, ask your customer when he or she last used our services, then go directly to question 3; do not do a full presentation. If the answer is no, ask all remaining questions and do a full sales presentation.
2. **How did you hear about COIT?**
Listen to what your customer says. If the customer mentions an advertisement, see if he or she mentions any special discount offers.
3. **I see you'd like an estimate on _____?**
4. **Before we get started, I'd like to take a moment to tell you about our company: Who we are, what we do, and how we do it.**

(Do sales presentation)

Selling Points

Here are some selling points you can incorporate into your sales presentation. These points are broken down into general information about the company and specific points about some of the services COIT offers. This is by no means an all-inclusive list. Always be on the look out for new facts to add to your inventory. For more detailed information, please read the appropriate manual. The more you know the better you'll sell. Make a commitment to try some fresh approaches and vary your presentation so it does not become "canned".

NOTE: Be careful not to oversell your jobs by promising something you cannot deliver. Proper inspection and qualification are important aspects of sales.

General Points

- COIT has been in business since 1950.
- COIT services over 500,000 homes a year.
- COIT is the world's most experienced carpet and drapery cleaner. We are the best!
- COIT has developed the most effective and safe cleaning agents. All are exclusive COIT formulations.
- All COIT technicians are fully trained and certified. COIT's emphasis on research and development ensures that our equipment, chemicals, and procedures are state-of-the-art.
- Our service includes moving and replacing most furniture.
- Often you will not know if a spot can be removed, but you can tell your customer, "If the spot is removable, we will remove it".
- All our services come with a 100% guarantee of satisfaction.

Drapery Cleaning Service

- We are drapery cleaning specialists. Unlike a local dry cleaner, all our chemicals, equipment, and cleaning procedures are designed to specifically clean draperies.
- COIT has developed specialized finishing equipment to block and pleat draperies, therefore we can guarantee the length.
- COIT trains its plant staff to identify and correctly process potential problem fabrics, allowing COIT to give the most comprehensive written guarantee in the industry.
- We professionally take down and reinstall draperies for no additional charge.
- Airborne soils, and residue from heating and cooking, combine with moisture and heat to form acids that deteriorate drapery fibers. Regular COIT cleaning can extend draperies' life.
- By removing airborne soils and oils, clean draperies help control relative humidity and make the home environment more comfortable.

(These last two benefits are especially helpful when trying to sell second tag draperies, or if the draperies do not appear to be soiled. Draperies act as filters that trap and hold airborne soils in their fibers.)

- Ask if anyone in the family has allergies. As well as trapping residue and soils, draperies also attract and hold pollen.

On Location Services

- COIT uses the most advanced truck mounted cleaning systems.
- Soil in the carpet acts as an abrasive, tearing the fibers. Cleaning carpets regularly extends the life of the carpets.
- Same for upholstery
- Carpet and upholstery act as filters in the home, trapping air born containments.
- Our exclusive tile and stone cleaning methods include sealing.
- Our certified and fully trained technicians care for your natural stone
- We have specialist services available for your hard surfaces

Air Duct Cleaning (HVAC)

- Furnaces accumulate dust, which acts as an insulating barrier on the furnace's heat exchanger. Therefore, over time a furnace becomes inefficient and must stay on longer and longer to heat up a house. This increases energy costs.
- Accumulated dust in air ducts, along with moisture, creates an environment where mold, dust mites, and microbiological contaminants can grow.
- The air system circulates and distributes any dust within the home throughout the house. Cleaning the air ducts will reduce the need to dust frequently.
- Pets can shed hair which could contaminate the duct system.
- Smokers' homes have more air pollution, and require more frequent cleaning, than other homes. Air duct cleaning is important to help preserve overall cleanliness.
- Construction or large repairs done in the home usually produce dust and other contamination. This contamination can settle in the ductwork.
- If the customer mentions any health problems, specifically respiratory problems, air quality should definitely be on their minds. Having their air ducts cleaned would result in fresher, cleaner air. However, never make specific health claims about air duct cleaning, such as, "If COIT cleans your air ducts, your asthma will be cured." This is false. Instead, say that cleaning the air ducts will reduce the amount of contamination that could trigger an asthma attack.
- COIT advocates total source removal. That is, we aim to clean all components of an HVAC system that come into direct contact with the circulating air, so as to remove the source(s) of contamination in the system — accumulated dust, pet dander, fungus, mold, etc.

Overcoming Objections

Dealing with objections is an integral part of the sales process. The more thorough and professional you are during the sales presentation, the more likely you are to answer potential objections before they are raised. Do not be intimidated when an objection is raised. By raising objections, the customer is indicating an interest in your presentation and giving you specific concerns that you can respond to. If you can overcome objections, you will usually get the sale.

Once an objection has been raised, you have two ways to deal with it. It is usually best to deal with the objection immediately and then continue your presentation. Alternatively, you can acknowledge the objection and table it until it falls into your selling sequence. This is most effective when the customer insists on getting a price before you can do your presentation.

If the customer brings up price issues prematurely, pause and explain that the price is based on soiling conditions, fabric type, etc.; once you determine the specific cleaning requirements you can give a final price; then continue your presentation. If the customer still insists, try to give a price range. Explain that once you have determined the exact requirements you can give the exact price. If you follow this option, it is important that you acknowledge the objection and address it during your presentation. Do not ignore it or give the appearance you are avoiding it.

It is helpful to make a list of common and most difficult objections you face. Discuss these objections with your fellow sales personnel and supervisors, and listen to their techniques or suggestions for overcoming them.

Be on the lookout for sales seminars, video or audio cassettes on sales, or books that will improve your performance. Often the company will help pay for educational materials and programs that will help you do a better job. Check with your supervisor before committing yourself.

Overcoming objections is much easier if you are confident in both your abilities and the quality of the services you sell. If you think COIT is the most qualified company, do not be afraid to ask why the customer does not want to do business with you. Always start with the attitude that the customer deserves COIT and that COIT deserves their business.

Why People Object

Inability to Make Decisions

Some customers simply cannot make decisions. They do not want to accept the responsibility the decision carries. Most commonly this objection comes in the form of "I have to speak to my husband," or "I just wanted an estimate." If your customer feels they must speak to their spouse, etc. ask if they can reach the decision maker while you are there so you can answer any questions that come up. If this is not possible, try to reassure them that they are doing the right thing. Leave a brochure and testimonials from other customers. (Your supervisor can provide copies of customer surveys and complimentary letters.)

Bargain Hunters

These individuals like to feel they are getting a good deal. No matter what price you quote, they want to bargain with you. Bargain hunters are normally preoccupied with price from the very beginning, paying little attention to anything else. Often a small reduction is all that is necessary. If you feel you are dealing with a bargain hunter, leave room to negotiate when quoting your original price. The section entitled "Overcoming Price Objections" provides more information.

Aversion to Change

Certain customers, who fear change, often raise objections about quality, guarantees, or other service-related issues. To overcome these objections, you need to know how our services are performed, what commitments you can make, and how to generally overcome any fears the customer may have.

Masking a Personal Bias

These are often the hardest objections to overcome, because people mask this objection in another objection. They may not like you personally, or they may have had a bad experience with another cleaning company. Try, if you can, to get at the root of the problem, and allay the customers' fears by showing them how professional and knowledgeable you are.

Salesperson Does Not Actively Listen

Active listening means that you not only listen to the customer, you maintain eye contact, nod your head in acknowledgment, etc. to show the customer you are listening to what they have to say.

Alienating the Customer

This usually happens when the presentation is too one-sided. Develop a rapport with the customer by getting them involved in your presentation. Ask questions, actively listen, and be attentive and sensitive to your customers' concerns.

Stressing the Wrong Benefit

Eliminate this by actively listening and responding to the customer's concerns. If they are worried about having something ruined or damaged, stress the benefits that address their concern, such as guarantees, specialized equipment, and COIT's quality standards.

Talking to the Wrong Person

Identify who you are talking to in order to determine if you are talking to the decision maker. You do not want to spend 15 minutes presenting to someone you thought was the homemaker, only to find out she is the maid.

Rules for Answering Objections

Treat the objection as a question. View the objection as a request for more information, a sign that the customer does not fully understand, and most importantly as an opportunity to close sales.

Never argue with the customer. The quickest way to lose a customer is to get into an argument with them. Avoid this at all times.

Never interrupt your customer during an objection. Be patient. Let them explain thoroughly. Listen to what they are saying. If necessary, take notes. This shows the customer you are really concerned.

Restate the customer's objections in your own words. This shows the customer you understand the objection and provides an opportunity for the customer to correct you if you misunderstood it.

Make sure you understand the objection. If you are presented with an objection you do not understand, or do not know how to handle, ask the customer to explain the objection further. This gives you more time to think and prepare your answer. In some cases, the customers overcome their own objections once they have had a chance to rethink it.

Overcoming Price Objections

It's too expensive. The most common objections appear under the guise of price objections, such as "It's too expensive" or "I can't afford it". When this happens, keep asking questions to get at the true objection. Ask if the customer is concerned about the quality of the workmanship, the guarantees, or the scheduling of the work. You want to get them thinking about the other issues involved. Stress value, reputation, and quality of work. Ask the customer how much they paid for the particular items you are cleaning. Treat the goods in question like an investment, and sell the cleaning as a protection for the investment.

Got a lower price from a competitor. Your knowledge of the competition becomes invaluable at this point. Avoid criticizing your competition, but highlight and focus on the advantages of using COIT. Few competitors offer any written guarantee, and none can offer the quality of workmanship that our company can.

Getting more estimates, or just shopping around. This is a hard objection to overcome because it is not specific. Do not be afraid to ask specifically why they feel they need more estimates. There is a fine line between seeking a true objection and overbearing high pressure sales techniques. As soon as you sense the customer is becoming irritated, back off and leave the estimate. If you push too hard, the customer may feel you have something to hide, or are desperate, and will strengthen his or her resolve to get another estimate. Leave the call on a high note, and try to arrange a follow up phone call with the customer.

The most important issue on price objections is to defend and resell your initial price. If you immediately lower your price when faced with a price objection, the customer will question your integrity and your credibility. If you lower your price easily, you will be needlessly involved in endless negotiations as the customer attempts to find your "bottom line" price.

How to Lower Your Price

Occasionally it is necessary to lower your price in order to get the sale. If you have tried to resell your original price, and are still unable to close the sale, you must have reasons to justify your discount. The following are some options you can use:

- First time customer discount
- Repeat customer discount
- Second service discount
- Discount if you take goods now (saves another trip)
- Discount if you can schedule the on-location job when the technician is in the area
- Senior citizen discount
- Volume discount

Ask the customer what they felt the price was going to be. This tells you whether or not you are "in the ball park." Before lowering your price, try to get a commitment from the customer. For example, say "If I can do the job for \$125.00 can we earn your business?"

The most important thing to remember when lowering a price is to maintain your credibility. Apply discounts currently being offered in any advertised campaign when you compute your original price. Do not wait for your customer to request the discount. Remind your customer of the time restrictions on the discount to create a sense of urgency.

Closing the Sale

The most widely discussed topic in sales literature is closing sales. The specific circumstances of the sale, and the salesperson's selling style, determine the best closing techniques. Discover what closing techniques work best for you and under what circumstances by experimenting with several different ones. Do not be afraid to try something new.

Closing Attitude

Enter each selling situation expecting to close the sale. You fail to close a sale because you fail to resolve a customer's fears or you were unable to convince the customer that COIT is the best company to do the job. If you do not close a sale, treat it as a failure on your part. Analyze what went wrong and what you could have done differently.

Closing Questions

You rarely close a sale if you do not ask for the business. Sometimes customers literally close the sale themselves. The stronger your presentation and ability to resolve customer's objections, the easier it is to close the sale. A closing question is any question you ask the customer, the answer to which confirms you have the job. **Once you ask a closing question BE QUIET. Let the customer reply before you speak regardless of how long it takes.**

Closing Techniques

Order Blank Close

Take out your invoice as soon as you get in the home, so it becomes a natural part of your presentation and the customer becomes familiar and comfortable with it. Explain what information you are writing down as you fill out the invoice. After you complete the body of the invoice, sit down and figure the prices using your calculator. Summarize the work to be done, resell the benefits, and confirm appointment times. Answer your customer's questions. Hand the customer the invoice and your pen. Look away or back off to give your customer some space and privacy to review and authorize the invoice. **Do not use the words "sign" or "signature". Ask the customer to "approve it," "O.K. it," or "authorize it," but never to "sign it."**

Assumptive, or Alternative Choice, Close

Use this technique early in the presentation to gauge what type of resistance you may get and to prompt the customer to bring up objections, if they have any. Ask questions such as "Would you like the draperies delivered on Friday or Monday?" or, "What day would you like to have the carpets cleaned?". By asking this type of question early in your presentation you can tailor the presentation to the reply.

Assumptive closes are most effective with repeat customers, where detailed presentations are not necessary. Once you have closed the sale STOP SELLING, and move on to something else. Many sales are lost because the salesman does not know when to stop talking. You can talk yourself right out of a sale.

If I Can Will You Close

With this closing technique, you again try to elicit a positive response from the customer. "If I can have the draperies returned Wednesday, may I take them now?", "If I can save you \$20.00 by taking the area rugs today, may I take them with me?" The possibilities are endless.

One More Thing Close

If the customer hesitates, try this: "Did I mention that removing and replacing the furniture is included in the price?" or, "I forgot to mention that we will re-lay the rug for no additional charge." Or, ask the customer for the invoice back, review it, and say "I just wanted to make sure I gave you the best price."

Ten Powerful One-Line Closing Statements

1. Why don't we go ahead and schedule it?
2. Can we do business?
3. We want to earn the right to your business.
4. You need it.
5. Can you see the advantage of this?
6. Let's get you started right.
7. You can't lose.
8. There is no substitute for quality, performance, and service.
9. You are not only going to save money, but also time, energy, effort, and aggravation.
10. Let us show you what a good job we can do.

When to Close the Sale

Be prepared for closing opportunities or "buying signals." When a customer answers affirmatively to a closing question, or you successfully overcome an objection, this is a "buying signal." Try to close the sale.

If your first attempt at closing the sale does not work, try again. Sometimes you must try four or five times before being successful. Do not confuse tenacity or perseverance with overbearing, high pressure closing techniques. If you sincerely commit to safeguarding your customers' best interests, and believe the customer is best served, your apprehension about pushing too hard will diminish.

7. Additional Sales Opportunities

One of the unique aspects of our company is our ability to provide a wide variety of cleaning services. We are not simply a carpet or drapery cleaning company. While you are in the home, you have an opportunity to sell additional services.

You are a cleaning professional. With your cleaning experience, you are often in a much better position to know what furnishings in a customer's home can be improved by cleaning. The customer's immediate intention could be to only clean their living room draperies. While you are in the home, if you notice that the carpeting, area rugs, upholstery, or other draperies or bedspreads could benefit from cleaning, bring it up. Your trained eye has discovered a need that the customer may not be aware of. If you sell a service that will truly benefit the customer, you are not doing anything unethical. The key to selling additional services is to watch for these additional service opportunities and pursue them.

During your initial sales presentation, mention all the services COIT provides. Hand out sales brochures that detail our services. Often customers are not aware of all the services COIT offers. By planting the seed early in the presentation you give the customer a chance to consider their other cleaning requirements and increase the chance of the customer inquiring about additional cleaning services.

Sell the benefits of having multiple services done at the same time — the convenience of freshening the entire house. Offer a multi-service discount according to your division's pricing policy. Point out that the greater the volume of work, the lower the unit cost.

The customer may want to see the results of their initial cleaning order prior to making a decision on the other services. If this is the case, write up the estimates while you are there and ask the customer "If you are satisfied with our work may we provide these additional service for you?" If the answer is "yes" or "maybe," try to set up a date to do the remainder of the work sometime shortly after the completion of the original service. If the answer is "no," leave the estimate and call the customer after the original work is completed to see how everything went. During this conversation ask about the additional services. The customer's attitude may have changed.

Many customers do not want to clean something until it becomes extremely dirty. Selling of additional services in these incidents is often successful using a preventative maintenance technique. For example, the customer may say: "My draperies are not really that dirty. I would rather wait awhile," to which you would respond, "Mrs. Jones, that is exactly why I am suggesting you have them done now. By removing the soils and residues in your draperies now, they will not have a chance to permanently discolor the drapery or deteriorate the fiber. Not only will the cleaning results be superior and extend the life of the draperies, you will save money because no special procedures are required to remove heavy soiling or stains."

Use your knowledge of different upholstery fabrics, drapery fabrics, area rugs, etc. as a transitional lead in to discuss cleaning. Customers may be nervous about cleaning something because they fear there may be damage. When they see you know about the piece and its quality, they are more apt to consider letting you clean it. For example, one scenario may go like this: You say to the customer, "Mr. Jones, I noticed a beautiful velvet sofa in the living

room that is starting to get a little soiled." He may answer, "Yes, but it is really not that bad, and I am scared that cleaning might damage it." And you would respond, "That is probably the best reason to use COIT. Not only are our technicians specially trained to safely clean specialty fabrics, all our work is fully guaranteed. If we clean the sofa while we are cleaning the carpet, it saves us the cost of an additional trip, and I can pass these savings on to you."

COIT has a "same day service" discount program that you can put to good use. If your customer has scheduled on-location work, and is considering having additional work done on the same day, you can present this coupon. The coupon offers an additional discount if all the work is performed on the same day. This is an extra incentive to go ahead with the work. Note on the original invoice that the customer has an additional estimate. The on-location technician can then attempt to close the sale on the additional work.

Additional services are not limited to alternative cleaning. You can sell cleaning of additional rooms. Suggest guards, deodorizers, padding, repairs, etc. These are all the same type of sale. When you take the time to cover all services a customer may require, your sales will increase and so will your paycheck.

Obtaining New Customers

Soliciting Referrals

The best source of new clients is your existing client base. Ask your customers if they have a friend, neighbor, or relative who may require cleaning services. Try to get a name and phone number so you can call the prospect directly. Make sure to ask the customer for permission to use them as a reference.

Always leave a business card and identify yourself to the customer. The best way to increase your referral business is to provide excellent customer service and make sure the customer knows your name. Write the customer's service date and telephone number in your calendar. Call the customer after the service has been performed or the work has been delivered. Ask if the customer is happy with the work. If the customers are happy with the service and your follow through, they will recommend you to their friends. Establishing such customer loyalty will result in new client business.

Cold Calling

Often you will complete your assigned route in a few hours. Instead of going home, use this time to get new clients. At each of your stops, call on the surrounding neighbors and solicit business. Although they may not have an immediate need, you can say we are providing services for their neighbor. Introduce yourself and COIT by leaving a brochure and a business card. If you knock on the door and receive no answer, leave a COIT door hanger. It is a good idea to offer the prospective new customer a discount as an enticement.

Cold calling requires self discipline, perseverance, and patience. Allow some time every week to attempt to get new clients. The more calls you make, the more new clients you will get. You will not always get an immediate return on cold calls, and they require more work than your assigned calls. If you discipline yourself to do a few every week, you will increase your exposure and start to reap the benefits. Do not allow yourself to become discouraged. People out there need our service, and they could be in the next house you cold call.

Leave brochures and business cards in public places such as restaurants, supermarkets, health clubs, apartment lobbies, etc. Any time you see a display board advertising patrons' business cards, put yours there, too. If one of your stops is a commercial business, give the required estimate, then ask permission to give your business cards to the employees, offering a special commercial discount.

If you belong to any associations, organizations, or church groups, these are excellent sources of new clients. Make sure that people know you work for COIT and would like the opportunity to do business. You may want to take out a small advertisement in your association newsletter. Or discuss with management a small donation in COIT's name to any fund-raisers the association organizes. COIT also donates cleaning gift certificates for non-profit raffles and auctions. Check with your supervisor for further information, and before committing the company.

The list of ways to obtain new clients is limited only to your imagination. The key lies in the initiative you take to develop these leads. In most COIT divisions, management offers additional commissions for "blind" leads to give you a further incentive. Meet with your manager and discuss possible referral programs, commercial leads, special discounts, and administrative procedures to develop and track blind leads.

Contests for succession sales and blinds are held from time to time. Participate! You will be amazed at what you can do in additional sales once you are really working at it.

8. Inspection Procedures

This chapter reviews inspection procedures for draperies, carpets, upholstery, and area rugs. Inspection is an extremely sensitive area. Learn which conditions of the customers' goods require qualification, and how to inform the customer, without scaring the customer and losing the order.

You must be honest with the customer. Do not make commitments on behalf of the company that cannot be fulfilled. Most customers are realistic, and do not expect miracles. Your responsibility is to educate yourself as much as possible to know our limitations. This knowledge will not come overnight, but with time and experience inspection will become second nature to you.

Whenever you inform a customer of a potential problem, or qualify a problem that already exists, write the information on the invoice before he or she signs it. You must be sure the customer understands what the risk or qualification is.

You will receive continuous training on problem fabrics, new procedures and processes, situations that have created claims, and general information to keep you updated on potential problem areas. Use this information to your best advantage.

We have fewer than five complaints for every 100 customers, and fewer than one claim for every 300 customers. The chances of something going wrong with an order are minimal. The object is to give your customer realistic expectations of our abilities, and to assure them that if the job can be done safely, COIT can and will do it.

Trained technicians inspect every order that comes into the plant, and every job that is done in the field, before the work commences. This does not relieve you of your responsibility to inspect the job, but is an added safeguard for the customer. Customer satisfaction must remain your first and foremost goal.

Pre-qualifying

When a customer has a stain or problem, it is their problem until you promise to correct it and the on-location technician is unsuccessful, or makes the problem worse. The problem then becomes ours, and the customer has lost confidence in our abilities. Once lost, this confidence is very difficult—often impossible—to restore to the level necessary to satisfy the customer and earn their repeat and referral business. Qualification is also an excellent opportunity to offer additional services. Repairs, deodorization, antistatic treatment, and guard are natural "sells" at this time, because the customer is involved in the inspection process. It only takes your simple suggestion of a remedy to a problem at the proper moment to make an additional sale.

Drapery Inspection

The inspection is done to make sure that the draperies can be processed satisfactorily. A combination of both visual and physical inspection allows you to tell the customer in advance what results to expect.

Visual Inspection

Inspect the entire surface of the drapery for length, stains, and discoloration.

Length

Is the drapery an even measurement off the floor across the entire width of the panel? It is imperative that the customer be told the exact distance the drapery is off the floor. Remember, unless you specifically point this information out, the customer may honestly believe that the draperies were exactly 1/2 inch off the floor when you took them down. The "off the floor" measurement is always noted on the invoice.

Stains

All stains must be properly identified and qualified. We cannot guarantee the complete removal of all stains. Your dry cleaner is usually restricted to using only spotting solutions which will not damage the fabric or dyes. Remember to tell the customer that if the stain is removable, we will remove it.

Water Stains

These usually appear as tan to brown wavy lines on the fabric. Pay particular attention to where the fabric touches the window or floor.

Urine Stains

These are found along the base or sides of the drapery. Pay particular attention if you notice the customer has pets. Many times the customer is not aware of these stains, and will swear their pet does not have "accidents".

Food/Hand Stains

Check the edges of the panels where the drapery may be separated by hand.

Insect Stains

Look at the top of the drapery, and between and inside the pleats. Insects prefer to hide where it is warm and dark.

Unknown Stains

Whenever possible, ask the customer to identify the source of a stain. This will help your dry cleaner attempt removal.

Specific Stains

If the customer is particularly concerned with certain spots or stains, make sure you relay that information to the plant.

Discoloration

All fabrics are exposed to certain unseen elements as they hang in the window. These may not be obvious in the short term, but long term exposure can cause permanent changes in the appearance of the fabric.

Light Fading

Certain dyes fade with age and exposure to light. The important thing to remember is that it does not have to be direct sunlight. Any light source will cause fading given enough time. The degree of fading depends on the stability of the dyes and the degree of light exposure. To determine the degree of fading, compare the fabric exposed to light to the fabric between the pinch inside one of the pleats.

Nicotine/Cooking Oils

Nicotine builds up in fabrics in any smoker's home. Cleaning removes most of the nicotine, but it can permanently yellow the material. The same can occur in draperies located near the main cooking area. Airborne concentrations of cooking oils accumulate towards the top of draperies or fabric shades.

Yellowing

Certain natural fibers begin to turn yellow with age and exposure to light. This problem is most noticeable on the drapery lining where it faces the window. This is a permanent discoloration, and will not be affected by the cleaning. As with any of the problems affecting the appearance of the fabric itself, removing the general soiling may make discoloration more apparent. It is extremely important that the customer be aware of these conditions before we process the order.

Carbon Stains

In homes with poor or problem air circulation, a build up of carbon from the heating system can occur at the top of the draperies. Cleaning lightens these gray or black areas considerably, but may not completely remove them.

Mildew Stains

These stains usually appear as dark brown stains, or as black dots. We can kill the fungus, but we cannot usually remove the discoloration. Mildew stains indicate prolonged exposure to moisture. Tell the customer the cause and suggest they remedy the it to prevent further damage.

Physical Inspection

Headings

The stiffening material used inside the drapery is called buckram or crinoline. Different qualities of headings are available. The higher the quality, the longer it lasts. Lesser quality goods crack or disintegrate during cleaning. You can usually identify these by feeling for brittleness when you bend the heading material. If you find that the headings are weak, you can sell your customer re-heading.

Synthetic Thread

Always test the strength of the thread used to stitch the drapery together. Certain types of synthetic thread turn stiff when exposed to light. These stitches fall apart at the slightest tug. The drapery will come apart at the seams if processed.

Fiber Separation

The most important test performed in the customer's home is the pinch test. This will tell you just how strong the fabric is, and how much risk cleaning may involve. Exposure to light and accumulation of soils combine to weaken the fabric over time. The speed with which the fabric weakens depends on several factors, including age, quality of the material, types of fibers used in the fabric, and the degree of exposure to light.

The Pinch Test

The pinch test determines the degree of weakness in the fabric. Pinch the fabric between the thumb and forefinger of both hands. The crease created by your fingers should be parallel to the floor. Gently pinch the fabric and feel for any separation of the fibers. Repeat this procedure with the crease at right angles to the floor. Check each panel in at least two areas of high light exposure, at the rear of the pleat, where it is closest to the window. This is the area that is most likely to be weak. Remember to be gentle, and to do the test in between the pleats. You do not want to leave the customer with a big gaping hole in their draperies.

Problem Fabrics and Construction

Learn to identify different types and constructions of fabric that may have problems during the cleaning process.

Saran or Verel

These are fire retardant materials not commonly used residentially. The fiber is extremely heat sensitive, and shrinks excessively if exposed to too much heat.

Moiré

This fabric is a blend containing acetate, and is identified by its distinct “watermark” pattern. Moiré is woven under extreme pressure or tension. This causes an artificial length in the fabric that cannot always be completely recovered after cleaning.

Self-lined Antique Satins

This fabric is made of a lightweight blend of rayon and acetate. The self-lining consists of a vertical weave of acetate that forms an extra layer on the back of the fabric. Acetate fiber tends to shrink with heat and weaken when exposed to light. The extra acetate in these fabrics causes the drapery to shrink excessively during cleaning and makes the drapery more likely to shred. This fabric frequently has uneven hems before processing.

Blackout, Rubber, or Vinyl-Backed

Some linings and fabrics have a special rubber or vinyl backing laminated to their backsides to prevent light from coming through and to provide insulation. This type of fabric construction cannot be cleaned safely. The backing tends to flake or peel off during cleaning, because the rubber or vinyl dries out as it hangs in the windows. Exposure to light accelerates drying and also dries out the adhesive that bonds the rubber to the fabric. Much like a car dashboard tends to dry and become brittle, the backing also becomes brittle. Sometimes the backing flakes off the fabric in areas where it has been most exposed to sunlight.

Bias Cut Draperies

A bias cut is the angled cut made in the fabric when the drapery was constructed. Bias cut draperies are installed in angled windows, such as rooms with cathedral ceilings might have. The angle does not allow proper fabric blocking after cleaning and may require hem alterations at the customer’s home.

Long Draperies

The maximum blocking length of the standard pleating table is 140". Draperies longer than this may require alteration to regain exact length.

Carpet Inspection, Tile & Natural Stone

Wear

Often, wear can be hidden by soil, and will not become apparent until the item is cleaned. Unusual wear should always be brought to the customer's attention and noted on the invoice.

Traffic Lane Wear

In carpet cleaning the term "traffic lane gray" is a reality. Fibers in heavily worn traffic areas become scratched and irregular in comparison to fibers in unused areas, and will reflect light

differently giving the area a grayish or different look no matter how hard the technician works on the area. It is sometimes impossible to completely remove the soil. This effect may not be apparent until the carpet is completely dry, because moisture can fill many scratches and irregularities while the carpet is still wet.

Spots and Stains

It is important to understand the difference between a spot and a stain. A spot is a soluble substance that can be easily removed in a normal cleaning operation. A stain, however, is a substance that has dyed or altered the fibers and is not entirely soluble in a normal cleaning operation. Some general examples are mustard, colored beverages, furniture stains, rust, some inks and pigments, caramelized sugar stains, coffee, tea, bleaches, some paints. These substances may be successfully removed in some, but not in all, cases. Some influencing factors are type of substance, length of time in contact with the fibers, temperature, and fiber characteristics. The key is to NOT to guarantee the removal of all stains. Reassure the customer that if the stain can be removed safely, COIT will remove it. Our research and development is ongoing, and our technicians are certified carpet and upholstery cleaners.

Delamination and Seam Separation

Delamination is the separation of the primary and the secondary backings of a carpet. The latex adhesive is soft and flexible when newly applied, and immediately begins to oxidize, becoming hard and brittle with age. The carpet's backing flexes as it is walked on. In time the adhesive bond breaks down and separates. Extensive studies have been made to determine if the moisture from carpet cleaning procedures causes delamination. Research has found that when new samples of carpet are exposed to moisture, even submerged in boiling water, the latex bond is not affected.

Many delamination problems are blamed on carpet cleaners. This is wrong. Normal wear and tear, time, and occasionally an improper adhesive formulation by a careless manufacturer, are usually the causes. The problem only becomes apparent when the carpet is cleaned. Observe seams in high traffic areas, especially when rolling articles are present. Rolling carts, medical or industrial equipment, or anything on wheels or rollers will cause premature delamination. Delamination can also be apparent as an overall condition. Ripples and buckles in traffic areas are often the result of overall delamination. This should be noted on the invoice, and brought to the customer's attention. Localized delamination at seams can be repaired prior to cleaning. It can be repaired by applying seaming latex or hot melt glue to the affected area.

Damage

Always check carpets for any signs of damage. Carefully check loose seams, edges, sun fading, holes, rips, tears, buckling, bad stains, and note on invoice.

Advanced Generation Carpet

From the introduction of nylon fibers in carpet manufacturing, fiber producers have continually improved the fibers' character, making them more desirable and durable as floor covering. Nylon has become the fiber of choice, representing over 85% of all carpeting produced today. Within the carpet industry, these advancements are commonly referred to as

'generations.' Each generation, or technical improvement in nylon fiber, has given fiber producers ideal marketing opportunities to spotlight improved characteristics. Each generation boasts anti-staining qualities as never before.

Fiber producers have spent millions of dollars selling the consuming public on anti-staining qualities. TV commercials show berry spills and toy airplane plates dumping payloads of cherries. The consumer is left with the impression that today's new carpets are practically bulletproof. These advertising promotions are the most successful in the history of the carpet industry. We professionals must understand these new advancements in fiber technology to better serve our customers.

How Advanced Generation Carpets Work

Fluorochemical Treatments

Mills usually apply fluorochemicals to yarn before carpets are manufactured. (Monsanto Companies Gold Label is an exception; the fluorochemical is integrated into the polymer prior to extrusion into fiber.) These methods are the most complete fluorochemical protection available today. Fluorochemicals reduce the surface energy of the fibers, making them less susceptible to staining.

Stain Blocker Treatments

Stain blockers are best described as large, colorless dye molecules that are applied at the mill during the dyeing process. These molecules fill all available dye sites, making the fiber less susceptible to attachment of the red food dyes commonly found in artificially colored foods and drinks. Red food dye is very similar in character to carpet dyes. Thus, applying stain blockers reduces the possibility of these dyes becoming permanent stains.

The consumer can easily misunderstand the limitations of stain blockers. Stain blockers will not prevent many substances from staining and discoloring nylon fibers. Understand that stain blockers can be removed or destroyed in the same fashion as carpet dyes. Bleaches, benzoyl peroxide, insecticides, fertilizers, medications, strong acids and alkalis, and many other common household substances can attack carpet fibers protected by fluorochemicals and stain blockers.

COIT can expertly clean all stain resistant or advanced generation carpet. COIT has developed a special liquid carpet detergent and a traffic lane cleaner to be used exclusively on advanced generation carpets. Our formulations are in compliance with the manufacturers' specifications (Du Pont Stainmaster, Monsanto Wear Dated, Anso V Worry Free, etc.). COIT is closely monitoring any new information and developments from the manufacturers of advanced generation products and will update you.

Always ask the customer if their carpet is stain resistant or an advanced generation. Customers usually know their carpet type, because good carpeting is expensive. If the customer is not certain, a COIT technician can test to determine the carpet type. Always note the customer's response on your invoice.

We can apply COIT Carpet Protector to advanced generation carpets. We can not apply deodorizers or anti-static agents to the carpet unless the warranty has expired.

Preparing the Customer for On location Cleaning

Always prepare the customer for the on-location cleaning job. Request that they remove small items such as lamps, knickknacks, and breakables, etc., from the cleaning area. Clear items from furniture that will be moved, clear closets if they are to be cleaned, and areas under beds. (If that area is to be cleaned).

Many customers will inquire about drying time. Explain that drying time depends on the density and characteristics of the fabric or carpet, the amount of solution required to properly clean the item, and environmental considerations, such as time of year, relative humidity, operation of heating or air conditioning equipment, availability of fresh air, etc. Inform the customer that they can greatly reduce drying time by increasing air circulation in the cleaning area. Explain that our systems are the most powerful available and will remove over 90% of the moisture. Under the proper conditions, the carpet or article should be fairly dry to the touch within six to eight hours, however, the carpet can be dry in as little as two hours, or as long as 24 hours.

When discussing a cleaning process with a customer, tell them that the technician will determine the appropriate cleaning technique after inspecting the job. The customer may also ask how long you think it will take the on-location technician to do the job. There are always variables to consider, but with time and experience you will be able to estimate the time required to do the job. Once you have been assigned an area, get together with the on-location manager, who will give you an idea of how to judge times for the technicians assigned to your area.

Area Rug Inspection

It is important to do a thorough visual inspection of all area rugs before they are brought into the plant. Tell your customer of any potential problems or risks involved in processing their goods. This is also a natural opportunity to offer repairs, rebinding, new pad, etc.

Declared Value* (check with your supervisor)

Before we take an area rug from a customer's home, we must have a general idea of the rug's value for the customer's protection. As thorough as our security measures are, area rugs are portable, so there is a risk of losing the rug. The area rug is also vulnerable while in the vehicle. This is one reason why your vehicle must be locked at all times while you are not in attendance.

NOTE: Do not share this information with the customer. Simply explain that we must have the value of all area rugs for our insurance carriers.

Latex Backings

Check under the rug for crumbling or dust on the floor; also check the back of the rug for cracking and dryness. This can mean the backing of the rug was latexed and that it is breaking down or wearing off. Some latexes are mixed with clay, which appears rough. These are inferior to pure latex, which appears smooth. We can re-latex the rug for the customer. If the customer does not want the rug re-latexed, pre-qualify it, because the rug may lose its shape

and become limp. Latexing the rug will give it the body it needs, plus add years to the life of the rug.

Tufted, Reversible, and Rugs with no Backing

These rugs can change their shape, because there is no body to hold the shape together. These rugs can also shrink slightly in the cleaning process.

Bindings

Tell the customer that the binding holds the rug together and keeps it from unraveling. If the binding is coming undone, whether it is glued or sewn, it must be redone, or the consequences could be disastrous. The best way to reinforce binding is to have it sewn, although it can be re-glued. Sewing on the binding is more costly, but is much better in the long run.

Mildew

Check for dark stains or discoloration on the back of the rugs as well as the front. You can tell mildew by the smell, or put the rug between your fingers and pinch to test for weakness. Mildew will rot a rug if the rug is left damp or wet for any length of time. We can kill the fungus, but we cannot remove the discoloration caused by the mildew. If the rug is weak, there is a chance it will tear during cleaning in the mildewed areas.

Discoloration

If the front and back of an oriental rug are different colors, the rug has been dyed, or has faded due to atmospheric conditions and normal wear. If the rug looks faded, check the fibers from the top to the bottom of the pile. If the fibers are not the same from the top to the bottom, the rug has faded. Point this out to your customer. If the front and back of the rug are different in color, and it has not faded, it has been hand dyed after the original colors faded. With this type of dying we have no way of knowing if the color will hold, get lighter, or bleed.

Stains

Check the back of the rug for stains as well as the front. Ask if your customer can identify any stains that appear on the rug. As in the case of carpeting, we cannot guarantee removal of some stains (urine, vomit, colored beverages, etc.). The fresher the stain is, the better chance we have of removing it.

Unevenness

Check all rugs for unevenness, especially oriental rugs. If a rug is an oriental and/or handmade, unevenness is fairly common. Better made rugs (You can tell by the size of the stitches; the smaller the stitches, the better the quality.) have less unevenness. Domestic rugs without a backing have nothing to hold their shape, and become uneven with use. It does not harm the rug to be uneven, but make sure you point it out to your customer. They may live with the rug for 20 years and have no idea the rug is uneven.

Bleeding

Check all rugs for signs of previous bleeding. Rugs bleed due to dyes that have not been set properly. If the rug shows signs of bleeding, bring it to the customer's attention. All possible bleeders are tested in the plant; you may not be able to identify them in the home.

Fringes

Inspect all fringes on rugs for thinness, unevenness, and some ends being shorter than others. These problems are due to wear, as well as old age. Check the color of the fringe to make sure the colors have not run during previous cleanings. In most operations, we have the ability to re-fringe area rugs. Sell this as a second service where you can. There are two methods of re-fringing. The first is to cut off the old fringe and sew on a new one (which you would never do to a fine oriental). The second method is to re-weave the fringe back onto the rug, but naturally, this is very expensive. Find out what your operation's capabilities are.

Damage

Inspect all rugs, front and back, for tears or areas where the rug is worn or has started to tear or unravel. Depending on the capabilities of the operation for which you work, we can repair area rugs.

Upholstery Inspection

Wear Points

When inspecting upholstery, carefully check wear points such as the arms, head and foot rests, and seat fronts. Pay particular attention to welt cords. They are often made from hard materials and wear becomes apparent soon. Be very careful of heavily soiled printed fabrics, and any napped fabrics. The agitation necessary for soil removal can result in pattern or fiber loss.

Spots and Stains

Much of the information on spots and stains in the previous pages applies to upholstery as well as carpets. As you encounter dry-clean-only fabrics, remember that our spotting capabilities are limited to solvent-soluble soils and spots only. Tell the customer that the on-location technician will test the fabric and make the final determination as to what method or reagents are best.

Damage

Carefully check upholstery and furniture for tears, wear, fading, broken frame legs or springs, bleeding, damage from previous cleaning, shrinkage, etc. Always bring any damage to the attention of the customer and make a note of it on the invoice..

9. Selling New Draperies

Not all locations offer this service, check with your supervisor

This chapter gives a basic format for organizing the information necessary to conduct simple new drapery sales, and to ensure that the workroom has enough information to properly construct new draperies. Keep in mind this new drapery rule: Draperies cover windows, but they fit rods.

The workroom needs eight pieces of information to properly construct new draperies:

1. The size of the rod and overall pleated width of the drapery.
2. The type of rod.
3. The size of rod returns.
4. The finished length of the drapery.
5. The number of widths in the drapery.
6. Whether the drapery is lined or unlined, and what type of lining.
7. The fabric pattern and color.
8. Hook placement.

HOW TO MEASURE FOR NEW DRAPES

FIRST FILL OUT WORK ORDER WITH INFORMATION YOU ALREADY KNOW

- 1 ROD SIZE
- 2 TYPE (C/O = CENTER OPEN - O/W = ONE WAY)
- 3 # PRS. (PAIRS)
- 4 # PAN (PANELS)
- 5 F.L. (FINISHED LENGTH)
- 6 RET. (RETURNS)
- 7 HOOKS (W/M = WALL MOUNT - C/M = CEILING MOUNT)

NOW TO GET INFORMATION YOU DO NOT KNOW:

FOR CENTER OPEN (C/O)

TO GET NUMBER OF WIDTHS

WIDTH OF ROD

+ 12" FOR 3 1/2" RETURNS
+16" FOR 6" RETURNS

DIVIDED BY

18" = NUMBER OF WIDTHS

FOR ONE WAY (O/W)

TO GET NUMBER OF WIDTHS

WIDTH OF ROD

+ 6" FOR 3 1/2" RETURNS
+ 8" FOR 6" RETURNS

 DIVIDED BY 18" = NUMBER OF WIDTHS

FOR VALANCE BOARD

STANDARD VALANCE HAS 8"
RETURNS

TO GET OPW EACH SIDE:

OVERALL WIDTH + 14" = OPW (OPEN PANEL WIDTH)

TO GET AMOUNT OF YARDAGE OF MATERIAL TO ORDER FOR BOTH C/O OR O/W

(FL + 18" X WIDTHS) DIVIDED BY 36" = TOTAL YARDS *** ALWAYS USE FULL
YARDS***

(THE 18" IS FOR THE HEADING AND THE BOTTOM HEM)

TO GET TOTAL COST OF DRAPES

(YARDS X COST) + (WIDTHS X LABOR) + SALES TAX = TOTAL COST


LABOR COST:

UNINED DRAPES	
PER WIDTH	\$
LINED DRAPES	
PER WIDTH	\$
PRINT PER	
WIDTH	\$

ROD LENGTH		18	24	36	48	60	72	84	96	108	120	132	144	156	168	180	192	204	216	228	234	240	246	252	258	264	270	276
PANEL WIDTHS		1	2	3	3	4	5	5	6	6	7	8	9	9	10	11	11	12	13	13	14	14	14	15	15	15	16	16
FINISHED LENGTH	18	1	2	3	3	4	5	5	6	6	7	8	9	9	10	11	11	12	13	13	14	14	14	15	15	15	16	16
# OF YARDS	24	2	3	4	4	5	6	6	7	7	9	10	11	11	12	13	13	14	16	16	17	17	17	18	18	18	19	19
	30	2	3	4	4	6	7	7	8	8	10	11	12	12	14	15	15	16	18	18	19	19	19	20	20	20	22	22
	36	2	3	5	5	6	8	8	9	9	11	12	14	14	15	17	17	18	20	20	21	21	21	23	23	23	24	24
	42	2	4	5	6	7	9	9	10	10	12	14	15	15	17	19	19	20	22	22	24	24	24	25	25	25	27	27
	48	2	4	6	6	8	10	10	11	11	13	15	17	17	19	21	21	22	24	24	26	26	26	28	28	28	30	30
	54	2	4	6	6	8	10	10	12	12	14	16	18	18	20	22	22	24	26	26	28	28	28	30	30	30	32	32
	60	3	5	7	7	9	11	11	13	13	16	18	20	20	22	24	24	26	29	29	31	31	31	33	33	33	35	36
	66	3	5	7	7	10	12	12	14	14	17	19	21	21	24	26	26	28	31	31	33	33	33	35	35	35	38	38
	72	3	6	8	8	10	13	13	15	15	18	20	23	23	25	28	28	30	33	33	36	35	35	38	38	38	40	40
	78	3	6	8	8	11	14	14	16	16	19	22	24	24	27	30	30	32	35	35	38	38	38	40	40	40	43	43
	84	3	6	9	9	12	15	15	17	17	20	23	26	26	29	32	32	34	37	37	40	40	40	43	43	43	46	46
	90	3	6	9	9	12	15	15	18	18	21	24	27	27	30	33	33	36	39	39	42	42	42	45	45	45	48	48
	96	4	7	10	10	13	16	16	19	19	23	26	29	29	32	35	35	38	42	42	46	45	45	48	48	48	51	51
	102	4	7	10	10	14	17	17	20	20	24	27	30	30	34	37	37	40	44	44	47	47	47	50	50	50	54	54
	108	4	7	11	11	14	18	18	21	21	25	28	32	32	35	39	39	42	46	46	49	49	49	53	53	53	56	56
	114	4	8	11	11	15	19	19	22	22	26	30	33	33	37	41	41	44	48	48	52	52	52	55	55	55	59	59
	120	4	8	14	14	18	20	20	23	23	27	31	35	35	39	43	43	46	50	50	54	54	54	58	58	58	62	62

The Alteration Report

The alteration report organizes the information needed by the workroom. Figure 0-1 is a sample of COIT's alteration report. An explanation of how the form is filled out follows the sample.



WORLD'S LARGEST DRAPERY AND CARPET CLEANERS

897 HINCKLEY ROAD
BURLINGAME, CALIFORNIA 94010

WORK ORDER # 28600

ALTERATION REPORT

Customer Name _____ Invoice # _____
 Street Address _____ Sold by _____
 City _____ Zip Code _____ Installer _____
 Telephone # () _____ Date of order _____

Room	Rod Size	Type	Name of Fabric	Color	# Prs.	# Pan.	Widths	F.L.	OPW Each Side	Ret.	Lining	Hook
A	B	C	D	E	F	G	H	I	J	K	L	M

Fabric Supplier _____ N _____ HARDWARE _____ P _____
 P.O. # _____ Date _____
 Date Promised _____ O _____ SPECIAL INSTRUCTIONS _____ Q _____

FORM # CF-135-001

Figure 0-1

Completing an Alteration Report

Complete the customer information at the top. It is self-explanatory. All the rest of the required information is labeled alphabetically in the sample from "A" to "Q":

- A. Room: Specify what room the draperies go in (LR/DR/BR)
- B. Rod Size: Measure the face of the rod. This measurement does not include overlaps and returns.

- C. Rod Type: C/O = Center open
 OWR = One-way-right (stacks to the right)
 OWL = One-way-left (stacks to the left)
- D. Name of fabric: Fabric pattern.
- E. Color: Color of fabric pattern.
- F. # Prs (number of pairs): 1 C/O Drapery = 1 pr.
 5 C/O Drapery = 5 pr.
 3 OWL Drapery = 0 pr.
- G. # Pan (number of panels): 1 OWL Drapery = 1 pan
 5 OWR Drapery = 5 pan
 3 C/O Drapery = 6 pan
- H. Widths: The number of widths needed to cover each rod. For a C/O rod, the number of widths equals the total from the two panels that cover it. To determine the number of widths, measure the rod and add the return and overlap sizes. This gives you the actual pleated size of the drapery. Now, divide this number by 20 to get the number of widths for standard drapery fullness.

Normal Specifications:

Standard return 3 1/2"
 Standard overlap 2 1/2"

A C/O rod has two returns and two overlaps. Some rods (such double rods) may have 6" returns.

Example:

Rod size 120"
 C/O rod (add 12") 12"
 Actual pleated size = 132"
 132 divided by 20 = 6.6 or 7 widths.

Normally, you round off fractional widths (6.2 = 6 widths, 6.5 = 7 widths).

- I. F.L. (finished length): The length of the finished drapery.
- J. OPW each side (overall pleated width each side): This is the actual pleated size of each drapery panel, including returns and overlaps.

Example:

Standard C/O rod size = 100"
 OPW = 100" + 12" (return/overlap) = 112"
 112" divided by 2 = 56"

The OPW each side is 56"

- K. Ret (return): Enter the size of the return. The return is usually the end brackets. It is called the 'return' because it is the part of the rod that the drapery covers as it returns to the wall.
- L. Lining: If the drapery is unlined, simply draw a line through this space. If the drapery is to be lined, note lining pattern and color.

- M. Hooks: Note the placement of the hooks by specifying whether the rod is a wall mount, ceiling mount or decorative rod.
- N. Fabric Supplier: Note the name of the company which supplies us the chosen fabric. If there is more than one fabric, be specific which fabric comes from which supplier.
- O. Date promised: This is the date you have promised delivery of the finished drapery. Delivery is normally 4-6 weeks.
- P. Hardware: Any hardware, such as rods, brackets, etc., which was sold and needs to be included with the delivery of the drapery.
- Q. Special Instructions: This is a "catch-all" section to be used for any unusual specifications which are not made clear in any previous section.

Be exact when describing how a drapery is to be made. If you leave anything out of the alteration report, and the draperies are not made correctly, it could be a very costly mistake. If necessary, speak directly to the person making the drapery to ensure proper construction.

Information Resource

Anyone who is serious about selling new draperies should recognize that it is in their best interest to acquire more information about the business. A simple and informative guide titled "How the Professional Sells Custom Draperies and Window Coverings" can be purchased. The following page has an order blank for your convenience. We highly recommend this publication. You can preview a copy in the sales manager's office. Information is subject to change.

Please send me the following: Total

_____ copies of "How the Professional Sells Custom Draperies and
Number **Window Coverings**" at \$25.00 per book \$ _____

_____ copies of "How the Professional Installs Custom Draperies
Number **and Window Coverings**" at \$25.00 per book \$ _____

Total \$ _____

Name _____

Address _____

City _____ State _____ Zip _____

ORDER YOUR COPIES TODAY by sending \$25.00 each per book, plus \$2.00 for postage and handling per order (PA residents add sales tax). Send Name, Address, City, State and Zip to
PROFESSIONAL DRAPERY INSTITUTE,
P.O. Box 5292, Pittsburgh, PA 15206 ... **ORDER TODAY!**

Please send me the following: Total

_____ copies of "How the Professional Sells Custom Draperies and
Number **Window Coverings**" at \$25.00 per book \$ _____

_____ copies of "How the Professional Installs Custom Draperies
Number **and Window Coverings**" at \$25.00 per book \$ _____

Total \$ _____

Name _____

Address _____

City _____ State _____ Zip _____

ORDER YOUR COPIES TODAY by sending \$25.00 each per book, plus \$2.00 for postage and handling per order (PA residents add sales tax). Send Name, Address, City, State and Zip to
PROFESSIONAL DRAPERY INSTITUTE,
P.O. Box 5292, Pittsburgh, PA 15206 ... **ORDER TODAY!**