

MSP Back of the Envelope Business Evaluator Chart

This evaluator is a quick and very simple method to determine the Peer group of the MSP, and NOT accurate evaluation for any merger or acquisition.

Peer Groups

	Peer Group 100K From \$0 To \$100,000	Peer Group 200K From \$100,000 To \$200,000	Peer Group 600K From \$200,000 To \$600,000	Peer Group 1M From \$600,000 To \$1,000,000	Peer Group 3M From \$1,000,000 To \$3,000,000	Peer Group 6M From \$3,000,000 To \$6,000,000	Peer Group 12M From \$6,000,000 To \$12,000,000	Peer Group 50M From \$12,000,000 To \$50,000,000
Generalization	You started your MSP / "Break-Fix" as IT Technician most likely working for someone else. At the moment you are dealing with everything from establishing a business, sales, marketing, contracts, and everything in between. You are ambitious and want to grow your Break Fix organization into an MSP. You most likely started off with one client and are heavily relying on referrals from that one clients to grow into your MSP. Break fix remains a large part of your business model.	Your MSP is moving away from Break-Fix and converting to project work (all to support Monthly Recurring Revenue) and is now just starting to scale. At this juncture your MSP is starting to be valued on recurring revenue and less on Break-Fix (EBITDA) evaluations. You are most likely offering hardware which has a low profit margin. Unless you work with a financing company add Hardware As a Service (HaaS) to your MSP. The Value of your MSP is increasing due to it Monthly Recurring Revenue.	Your MSP is on a strong growth trajectory, you have good people, good procedures, you have standardized on PSA and RMM tools along with other ancillary products and services to maximize your relationship with your customer (don't leave any money or opportunity on the table that your competition can grab up). Your investing more money here on professional services (2nd to highest) to tweak standards, allowing for scalable and rapid growth. You are well on your way to the next Peer Group \$1M	You have finally reached \$1m, there is a saying that the 1st \$1m is the toughest - this is so true. Your MSP is seasoned and experienced and growth and speed to the next peer group is directly related to attaining additional customers. You are all set to go! All of the setup in the previous Peer Group Levels have paid off. Start to Look for a CTO, to off load some of the owners work.	At the point the owner of the MSP is passing on more decision making responsibility to the C-Level Management and teams.	Fast growth (with the right people) possibly looking at expanding your "core" territory and/or industries you service Employees are now become your biggest challenge (attracting and keeping them) Notice how your "Revenue by Employee" (below) really starts to increase. Mitigating the issue of not having enough money	Fast growth (with the right people) Expand your "core" territory and/or industries you serve. Employees are now become your biggest challenge (attracting and keeping them) Notice how your "Revenue by Employee" (below) really starts to increase. Mitigating the issue of not having enough money.	The business has GREAT value, your employee costs are down, your market is strong and stable. Now is the time you need to consider succession planning through acquisition or merger You have products and services that the Fortune 100 are looking for, either for them selves or white label under the Fortune 100 business name.
Biggest Challenge	1. Finding Technicians that are best in class 2. Customer demands and fulfilling service 3. You are working at discounted rates and finding it almost impossible to get tech or professional assistance	1. Moving clients from Break Fix to Managed Services. 2. Building a team, Hiring 1-2 full time technicians that are best in class. 3. Starting to perform projects as part of Managed Services, and doing odd-ball infrastructure upgrades	1. All clients are Managed Services 2. No More Break-Fix, performing projects as part of Managed Services, and doing infrastructure upgrades, all supporting Manages Services 3. Finding Good Qualified Technicians	1. Finding Good Qualified Technicians 2. People and measuring value. i.e. KPI's that your PSA tool should be instrumental in measuring.	1. Finding Good Qualified Technicians, directors, managers and executive personnel 2. People and measuring value. i.e. KPI's that your PSA tool should be instrumental in measuring.	1. Finding Good Qualified Technicians, directors, managers and executive personnel 2. People and measuring value. i.e. KPI's that your PSA tool should be instrumental in measuring.	1. Finding Good Qualified Technicians, directors, managers and executive personnel 2. People and measuring value. i.e. KPI's that your PSA tool should be instrumental in measuring.	1. Finding Good Qualified Technicians, directors, managers and executive personnel 2. People and measuring value. i.e. KPI's that your PSA tool should be instrumental in measuring.
Type of Organization	Your MSP is a predominately Break-Fix with the value based on EBITDA and NOT monthly recurring revenue. You need to sell a lot of equipment and make 5-10% to establish an EBITDA valuation and make money	You are now a nimble MSP and will need accountant or CPA and attorney on a consultancy basis.	Scalable MSP that is running on 90% MRR and 10% Break fix	Fast Scaling MSP with increased profit margin on MRR.	MSP is gaining momentum, due to size, your employees are making the business more money	MSP is at momentum, the "Core" business is smooth, look at adding more services	One Business discipline often incorporates multiple others. Making the customer really dependent upon the MSP.	Adding additional products and services and easy, you already have the customer base to sell what ever you want to not increase the value of the business, but your customers to do the same
Procedures and Processes	Your MSP is running with minimal business procedures and processes in place. Almost by the seat of your pants. You are a very good technician, but need to let go of the reigns and trust another technician. Procedures will provide you with the ability to hire some help, and they will do OK of they follow the procedures you have documented.	Business Procedures and Processes are still not solid and require work.	Procedures and Processes are being utilized, and are incorporated into your PSA	Procedures and Processes are being utilized, and are incorporated into your PSA	Expert procedures and processes are in place and a continuous work on new and updating. All tracked in PSA	Expert procedures and processes are in place and a continuous work on new and updating. All tracked in PSA	Expert procedures and processes are in place and a continuous work on new and updating. All tracked in PSA	Expert procedures and processes are in place and a continuous work on new and updating. All tracked in PSA
Service Packages	Selling blocks of time, that is non sustainable for a MPS in growth mode. No Standard Packages to sell to customers or You are Selling blocks of time	Standard packages have been put into place.	Standard packages are in place with additional revenue generated from once off installs	Standard packages are in place with additional revenue generated from once off installs. You are now offering industry specific offerings	Always providing Standard Packages and charring handsomely for one-off or non standard services. Providing Industry Services Standard packages	Always providing Standard Packages and charring handsomely for one-off or non standard services. Providing Industry Services Standard packages	Always providing Standard Packages and charring handsomely for one-off or non standard services. Providing Industry Services Standard packages	Always providing Standard Packages and charring handsomely for one-off or non standard services. Providing Industry Services Standard packages
Service Level Agreements (SLA)	No Service Level Agreements (SLAs) or procedures in place to support your customers and for your business.	Service Level Agreements are on your mind and you have probably started looking into putting them into place.	Service Level Agreements (SLA) are standard, and clients are paying for the total value of what you have to offer your organization and your customers have an understand of each others responsibilities and accountability	Service Level Agreements (SLA) are standard, and clients are paying for the total value of what you have to offer your organization and your customers have an understand of each others responsibilities and accountability	Service Level Agreements (SLA) are standard, and clients are paying for the total value of what you have to offer your organization and your customers have an understand of each others responsibilities and accountability	Service Level Agreements (SLA) are standard, and clients are paying for the total value of what you have to offer your organization and your customers have an understand of each others responsibilities and accountability	Service Level Agreements (SLA) are standard, and clients are paying for the total value of what you have to offer your organization and your customers have an understand of each others responsibilities and accountability	Service Level Agreements (SLA) are standard, and clients are paying for the total value of what you have to offer your organization and your customers have an understand of each others responsibilities and accountability
Referrals / Leads	1 - Your business is wholly reliant on referrals and networking efforts. 2 - You typically working on your own and leverage relationships you have other techs 3 - Consider a relationship with an MSP in the next peer group, they often get opportunities that they can't afford to do, and should consider giving them to you for a fee.	1. Referrals are still part of your marketing strategy and you have just invested into coaching and plan on doing Lead Generation yourself 2. You must invest on marketing to gain additional customers 3. Look at hiring a Marketing company that understands how to Market an MSP specifically to assist you	1. Leverage your marketing company that understands how to Market an MSP specifically to assist you 2. Look at getting Sales training for your sales and support staff.	1. Leverage your marketing company that understands how to Market an MSP specifically to assist you 2. Leverage Sales training for your sales and support staff.	1. Leverage your marketing company that understands how to Market an MSP specifically to assist you 2. Leverage Sales training for your sales and support staff. 3 Leverage referrals from clients 4. Leverage your marketing to lay inroads through Industries and associations you have specialized with your experience with your clients (i.e.. case studies)	1. Leverage your marketing company that understands how to Market an MSP specifically to assist you 2. Leverage Sales training for your sales and support staff. 3 Leverage referrals from clients 4. Leverage your marketing to lay inroads through Industries and associations you have specialized with your experience with your clients (i.e.. case studies)	1. Leverage your marketing company that understands how to Market an MSP specifically to assist you 2. Leverage Sales training for your sales and support staff. 3 Leverage referrals from clients 4. You now have 2-4 industries that you are actively marketing to, you have your support "expert" system ready to go	1. Leverage your marketing company that understands how to Market an MSP specifically to assist you 2. Leverage Sales training for your sales and support staff. 3 Leverage referrals from clients 4. Leverage your 3-5 industries you are marketing to and consider white labeling your best services/products
Marketing	Your marketing is non consistent due to lack of time and other business commitments.	Your marketing is inconsistent as you don't have the time to wholly invest the time it takes to effectively market your company.	Your marketing is inconsistent as you don't have the time to wholly invest the time it takes to effectively market your company.	At this stage you are outsourcing much of your marketing efforts	Marketing - High efforts, measuring Return on Investment. Involvement in industry trade events	Marketing - High efforts, measuring Return on Investment. Involvement in industry trade events, developing Strategic Relationships	Marketing - High efforts, measuring Return on Investment. Involvement in industry trade events, developing Strategic Relationships	Marketing - High efforts, measuring Return on Investment. Involvement in industry trade events, developing Strategic Relationships
	0.005 to 1 Times Revenue	1 to 3 Times Revenue	2 to 4 Times Revenue	2 to 5 Times Revenue	3 to 5 Times Revenue	7 to 8 Times Revenue	8 to 12 Times Revenue	15 to 20 Times Revenue

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Value of Business	At this level your MSP is only worth the value of your clients (list). An acquirer will look to increase value and revenue of the your clients.")	If standard PSA and RMM Tools are being utilized to scale the business, it has some value, and once you add additional employees and continue to add customers, this shows that you have a growth pattern. Your company is starting to support the client, rather than a sole technician supporting the client. You are now starting to understand that cheap and discounted isn't always best for your or the customer.	Standard PSA and RMM Tools are being utilized to measure performance of teams, and value to and of your customers. KPI's are set and measured to scale business. The organization is proficient by demonstrating the value of the MSP services.	PSA, RMM and robotic tools are utilized increasing the revenue per customer (RPC). Starting to increase products and services to keep up with customer/industry demand and implementation throughout customer base in different industries.	Continuation of utilizing industry tools that allow for the same number of technicians to perform more without any extra time (they are simply more effective). Notice how the Revenue Generated by Employee (below) starts to really increase	Continuation of utilizing industry tools that allow for the same number of technicians to perform more without any extra time (they are simply more effective). Notice how the Revenue Generated by Employee (below) really increase	Continuation of utilizing industry tools that allow for the same number of technicians to perform more without any extra time (they are simply more effective). Notice how the Revenue Generated by Employee (below) increases dramatically - One of the main reasons the organization multiple factor increases dramatically	Continuation of utilizing industry tools that allow for the same number of technicians to perform more without any extra time (they are simply more effective). Notice how the Revenue Generated by Employee (below) increases dramatically - One of the main reasons the organization multiple factor increases exponentially.
Length of time spent within Peer Group	1 to 2 Maximum years in Peer Group 100K	Year 2 to 4 in Peer Group 200K	Year 4 to 6 in Peer Group 600K	Year 6 to 9 in Peer Group 1M	Year 9 to 11 in Peer Group 3M	Year 11 to 13 in Peer Group 6M	Year 13 to 15 in Peer Group 12M	Year 15 to 20 in Peer Group 50M
Summary	Your MSP lacks the processes and/or personnel to be able to scale.	Your MSP is starting to look attractive and momentum to scale and commenced. It is time to invest in professional services, so you scale your MSP to the next peer group..	Your MSP is growing and you are experiencing success, policies still need to be worked on, the use of industry tools will greatly improve your fulfillment. There is now a delicate balance of incoming customers vs marketing efforts. There is a risk of customer expectations not being met as a result of too fast too young.	The organization is on a fast track and has experienced success, The organization understands the value policies and continue to tweak them. Need to have a delicate balance of incoming customers and marketing efforts match (there is a risk of a False Start) False Start is when you set customer expectations and you do not meet them, and will negatively effect organization growth Notice that as you progress through your peer groups, you spend less time in the current group vs previous groups	The organization will spend little time (in comparison) to get to the next peer group. False Starts are demined due to the experience of your organization Notice that as you progress through your peer groups, you spend less time in the current group vs previous groups	Notice the amount of time it takes to progress through the previous Peer groups, you have momentum. Notice that as you progress through your peer groups, you spend less time in the current group vs previous groups Notice you are making more money per employee.	Notice the amount of time it takes to progress through the previous Peer groups, you have momentum. Notice that as you progress through your peer groups, you spend less time in the current group vs previous groups Notice how much more money the organization is making per employee.	At this point, you may have been involved with acquisitions and divestures for your organization. Consider Merger, Acquisition, additional Strategic Relationships, or continue your growth mode.
Recommendation	Get friends to assist that have some business expertise (even not MSP nor recurring revenue models) outlined within the professions outsourced services portion of this chart. You may need to invest moneys to get over to the next peer group as fast as you can. This peer group separates the boys from the men, and we can only be boys for a certain time before we get a kick in the ass.	The continuation for setting the foundation for standards and scale Develop a plan on adding the multiple business disciplines as full time or professional for hire as you build the business, i.e. technicians, bus coach, CPA, etc.	Your foundation is strong and scalable providing easily option of additional products and services. The start of dividing your tech staff to focus on a new core of business like a Managed Security Services Provider (MSSP) and alike.	Your foundation is strong and scalable providing easily option of additional products and services. Continue of dividing your tech staff to focus on a new core of business like a Managed Security Services Provider (MSSP) and alike.	Your foundation is strong and scalable providing easily option of additional products and services. Continue of dividing your tech staff to focus on a new core of business like a Managed Security Services Provider (MSSP), and others per client requests. Consider vendor partnerships that mitigate your expenses (without adding additional specialized technicians) and raises the value of your organization.	Your foundation is strong and scalable providing easily option of additional products and services. The start of dividing your tech staff to focus on a new core of business like a Managed Security Services Provider (MSSP) and alike.	Your foundation is strong and scalable providing easily option of additional products and services. The start of dividing your tech staff to focus on a new core of business like a Managed Security Services Provider (MSSP) and alike.	Your foundation is strong and scalable providing easily option of additional products and services. The start of dividing your tech staff to focus on a new core of business like a Managed Security Services Provider (MSSP) and alike.
Technical Tools								
Professional Services Automation (PSA)	At this level you are more than likely using a Free PSA tool or perhaps nothing at all. At this stage it's crucial to start using a PSA tool - start free and move forward.	If you are still using a Free PSA tool look for alternatives to support automation	1. Paid one - utilized for measuring support, support technicians and value of customers 2. Achieving a 80% billable rate from technicians (project work or maintenance work "MSP")	1. Paid one - utilized for measuring support, support technicians and value of customers 2. Achieving a 80% billable rate from technicians (project work or maintenance work "MSP")	1. Paid one - utilized for measuring support, support technicians and value of customers 2. Achieving a 80% billable rate from technicians (project work or maintenance work "MSP")	1. Paid one - utilized for measuring support, support technicians and value of customers 2. Achieving a 80% billable rate from technicians (project work or maintenance work "MSP")	1. Paid one - utilized for measuring support, support technicians and value of customers 2. Achieving a 80% billable rate from technicians (project work or maintenance work "MSP")	1. Paid one - utilized for measuring support, support technicians and value of customers 2. Achieving a 80% billable rate from technicians (project work or maintenance work "MSP")
Remote Monitoring Software (RMM)	You are not using a PSA or RMM tool. Consider at least finding and using a FREE one Utilizing a RMM tool will automate the Technicians maintenance multiple fold.	If you are still using a Free RMM tool look for alternatives to support automation	Paid tool with many integrations	Paid tool with many integrations	Paid tool with many integrations	Paid tool with many integrations	Paid tool with many integrations	Paid tool with many integrations
Employees in Peer group -> Each member of the staff SHOULD generate 2 to 3 times their cost. i.e. if an employee costs \$70K / year, they should be generating \$180K in business								
Number of Employee within Peer Group Notes	One Employee, one owner	The owner starts to bring on employees	The owner steps up the quality of the employees	These owners are starting to frame a C-Level stricture to their organization, CEO, CTO, CMO but no CFO - The CFO should be performed by your CPA (at least)	The Executives of the company strategize on maximizing the relationship of their customers strategically adding employees with diverse skills	Start to divide technicians into business segment groups (CTO with specialties). The technical teams up to now have been overlapping providing services	As you grow, you benefit with the economies of scale, make more by employees with automation and scale	The original owner steps down soon after the company is acquired by a much larger organization
Owner / President	1	1	1	1	1	1	1	0
CEO	0	0	0	0	1	1	1	1
CFO	0	0	0	0	0	1	1	1
COO	0	0	0	1	1	1	1	1
CMO	0	0	0	0	0	1	1	1
CTO/CIO	0	0	0	1	0	2	3	5
High End Tech	0	1	2	3	4	7	9	14
Med End Tech	0	1	2	4	8	12	19	27
Low End Tech	0	0	1	1	2	3	5	7
Peer Group Total # of Employees:	1	3	6	11	18	29	41	57

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	From \$0 To \$100,000	From \$100,000 To \$200,000	From \$200,000 To \$600,000	From \$600,000 To \$1,000,000	From \$1,000,000 To \$3,000,000	From \$3,000,000 To \$6,000,000	From \$6,000,000 To \$12,000,000	From \$12,000,000 To \$50,000,000
Employee Revenue Notes:	-> As your business progresses through the peer groups, the "Revenue per Employee" increases dramatically. This is One reason why businesses increase their business value evaluation - in some case 10x to 20x -> Total Revenue with each emp making an average of \$70K, and 2 to 3 times emp cost -> Notice as you escalate through the peer groups, the organization makes more REVENUE per employee							
Total Revenue of All employees combined	\$70,000	\$210,000	\$420,000	\$770,000	\$1,260,000	\$2,030,000	\$2,870,000	\$3,990,000
Revenue Generated Per Employee	\$70,000	\$50,000	\$66,667	\$72,727	\$111,111	\$155,172	\$219,512	\$543,860
Professional Outsourced Services								
Marketing	None or little hap hazard marketing, all business from referrals	Little Marketing for customers - Looking for marketing that works (self-serve)	Marketing is reaching maturity, find some things that work	Marketing is mature, start to consider outsourcing some marketing (as and MSP its not your core business)	Marketing has picked up, getting a good Return on Investment (ROI)	Marketing is at maturity, Might have an internal CMO and/or continue with an agency	Marketing is at maturity, Might have an internal CMO and/or continue with an agency	Marketing is at maturity, Might have an internal CMO and/or continue with an agency
% of Gross Revenue Budget in Peer Group	5.00% \$2,500.00	7.50% \$11,250.00	8.00% \$32,000.00	10.00% \$80,000.00	9.00% \$180,000.00	9.00% \$405,000.00	9.00% \$810,000.00	9.00% \$2,790,000.00
Sales Training	None Sales Training	Some sales training to justify marketing	Sales training for Sales and possibly service personnel	Sales training for Sales and possibly service personnel	Sales training for Sales Management, Sales, and Service personnel	Sales training for Sales Management, Sales, and Service personnel	Sales training for Sales Management, Sales, and Service personnel	Sales training for Sales Management, Sales, and Service personnel
% of Gross Revenue Budget in Peer Group	0.05% \$25.00	2.00% \$3,000.00	3.00% \$12,000.00	4.00% \$32,000.00	3.00% \$60,000.00	2.00% \$90,000.00	2.00% \$180,000.00	1.00% \$310,000.00
Legal	None to Little / hopefully have one to review legal structure and service contracts	Legal - on demand (no retainer)	Legal - on demand (retainer)	Legal on retainer	Legal on retainer	Legal on retainer	Legal on retainer - Possibility have one on Staff	Legal on retainer
% of Gross Revenue Budget in Peer Group	1.50% \$750.00	2.00% \$3,000.00	2.00% \$8,000.00	2.00% \$16,000.00	2.00% \$40,000.00	2.00% \$90,000.00	2.00% \$180,000.00	2.00% \$620,000.00
Certified Public Accountant (CPA)	Setting up Accounting App, Setup Payroll, Taxes -> Prepare and submit monthly, quarterly, and yearly taxes	Integrate Accounting App with PSA tool (billing), Payroll, Taxes -> Prepare and submit monthly, quarterly, and yearly taxes	Payroll, Taxes -> Prepare and submit monthly, quarterly, and yearly business and employment taxes	Payroll, Taxes -> Prepare and submit monthly, quarterly, and yearly business and employment taxes	Payroll, Taxes -> Prepare and submit monthly, quarterly, and yearly business and employment taxes	Payroll, Taxes -> Prepare and submit monthly, quarterly, and yearly business and employment taxes	Payroll, Taxes -> Prepare and submit monthly, quarterly, and yearly business and employment taxes	Payroll, Taxes -> Prepare and submit monthly, quarterly, and yearly business and employment taxes
% of Gross Revenue Budget in Peer Group	1.50% \$750.00	2.00% \$3,000.00	2.00% \$8,000.00	2.00% \$16,000.00	2.00% \$40,000.00	2.00% \$90,000.00	1.00% \$90,000.00	1.00% \$310,000.00
Accountant	None - No accountant	Use CPA accounting services	In-House Accounting, Job share	In-House Accounting, Job share	In-House Accounting, Job share	Accounting - Professional (in-house) - Not Outsourced	Accounting - Professional (in-house) - Not Outsourced	Accounting - Professional (in-house) - Not Outsourced
% of Gross Revenue Budget in Peer Group	0.01% \$5.00	2.00% \$3,000.00	2.00% \$8,000.00	1.00% \$8,000.00	0.50% \$10,000.00	0.00% \$0.00	0.00% \$0.00	0.00% \$0.00
Employ - New/Upgrade	None New Employees	Start to put aside moneys to find your own employees, Place adds on Job boards	Consider utilizing an agency to find new or upgrading employees	Utilizing an agency to find new and upgrading employees	Utilizing an agency to find new and upgrading employees	Consider hinging an internal Human Resource personnel	Consider hinging an internal Human Resource personnel, Utilize Head Hunters	Consider hinging an internal Human Resource personnel. Utilization of Executive Head Hunters
% of Gross Revenue Budget in Peer Group	0.05% \$25.00	0.05% \$75.00	0.10% \$400.00	0.50% \$4,000.00	0.80% \$16,000.00	1.00% \$45,000.00	1.00% \$90,000.00	1.50% \$465,000.00
Business Coaching	None to Little - Business Coaching. Coaching from other non-MSP businesses, and on-line MSP support groups (excel to next peer group by utilizing an expert, 1-2 hr./mo.)	Little - Business Coaching. Coaching from other non-MSP businesses, and on-line MSP support groups (excel to next peer group by utilizing an expert 5-6 hrs./mo.)	Business Coaching. Coaching from Industry Expert, (excel to next peer group by utilizing an expert 7-10 hrs./mo.)	Business Coaching. Coaching from Industry Expert, (excel to next peer group by utilizing an expert 10-15 hrs./mo., plus projects)	Business Coaching. Coaching from Industry Expert, (excel to next peer group by utilizing an expert 10-15 hrs./mo., plus projects)	Business Coaching. Coaching from Industry Expert, (excel to next peer group by utilizing an expert 10-15 hrs./mo., plus projects)	Business Coaching. Coaching from Industry Expert, (excel to next peer group by utilizing an expert 10-15 hrs./mo., plus projects)	Business Coaching. Coaching from Industry Expert, (excel to next peer group by utilizing an expert 10-15 hrs./mo., plus projects)
% of Gross Revenue Budget in Peer Group	4.00% \$2,000.00	6.00% \$9,000.00	6.00% \$24,000.00	6.00% \$48,000.00	5.00% \$100,000.00	3.00% \$135,000.00	2.00% \$180,000.00	0.70% \$217,000.00
MSP Standard/Delivery	None MSP Standards	Some standards are implemented with the adoption of RMM and PSA tools, consider hiring an expert to implement best-of-breed procedures	Standards and delivery are adopted, customers realize and benefit from the implementation, customers have less of an attachment to technicians, rather	Standards and delivery are adopted, customers realize and benefit from the implementation, customers have less of an attachment to technicians, rather	Standards and delivery are adopted, customers realize and benefit from the implementation, customers have less of an attachment to technicians, rather	Standards and delivery are adopted, customers realize and benefit from the implementation, customers have less of an attachment to technicians, rather	Standards and delivery are adopted, customers realize and benefit from the implementation, customers have less of an attachment to technicians, rather	Standards and delivery are adopted, customers realize and benefit from the implementation, customers have less of an attachment to technicians, rather
% of Gross Revenue Budget in Peer Group	2.00% \$1,000.00	1.00% \$1,500.00	1.00% \$4,000.00	0.05% \$400.00	0.05% \$1,000.00	0.05% \$2,250.00	0.05% \$4,500.00	0.02% \$6,200.00
Human Resources	None to Little - HR Coaching / Payroll Processing	None to Little - HR Coaching / Payroll Processing	HR Coaching / Payroll Processing	HR Coaching / Payroll Processing	HR Coaching / Payroll Processing	HR Coaching / Payroll Processing	HR Coaching / Payroll Processing	HR Coaching / Payroll Processing
% of Wages, in peer group Budget in Peer Group	0.01% \$4.00	1.00% \$1,200.00	1.25% \$3,000.00	1.50% \$6,600.00	2.00% \$14,400.00	2.00% \$23,200.00	2.00% \$32,800.00	2.00% \$45,600.00
Total % of Revenue for Outsourced Professional Services (within Peer Group):	14.1%	23.55%	25.35%	27.05%	24.35%	21.05%	19.05%	17.22%
Total \$\$ of Revenue for Outsourced Professional Services (within Peer Group):	\$7,059.00	\$35,025.00	\$99,400.00	\$211,000.00	\$461,400.00	\$880,450.00	\$1,567,300.00	\$4,763,800.00

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Chart Notes:

- a) Notice the "Total % of Revenue for Outsourced Professional Services", indicates a BELL curve with the low at \$100K and \$50M, and the high at \$1M
b) Notice "Revenue Generated Per Each Employee" increases dramatically as you progress through the Peer Groups